



Kern Community College District
KCCD 2025 Triennial Climate Survey

March 2026

Prepared for
KCCD Chancellor, Dr. S. Bloomberg

By the
Kern Community College District
Office of Institutional Research and Reporting

Emma Blackthorne, PhD

-And-

Rachel Ortiz, PhD

--This page intentionally blank --

Contents

| | |
|--|----|
| Executive Summary | 4 |
| Introduction | 4 |
| Location-Level Climate Findings | 5 |
| Methodology | 5 |
| Survey Administration | 5 |
| College Perspective District Level Climate & Trust | 6 |
| District Office | 7 |
| Employee Perspective: District Office: District Level Climate & Trust | 7 |
| Employee Perspective: Classified Staff | 7 |
| Employee Perspective: Management | 9 |
| Ethical Standards, Morale, Value, and Support | 10 |
| District Office | 11 |
| Employee Perspective: District Office: Ethical Standards, Morale, Value and Support | 11 |
| Employee Perspective: Classified Staff | 11 |
| Employee Perspective: Management | 13 |
| Supervisor Relations and Immediate Leadership | 14 |
| District Office | 14 |
| Employee Perspective: District Office: Supervisor Relations and Immediate Leadership | 15 |
| Employee Perspective: Classified Staff | 15 |
| Employee Perspective: Management | 16 |
| Work Location Relationships and Belonging | 17 |
| District Office | 18 |
| Employee Perspective: District Office: Workplace Relationships, Trust, and Belonging | 18 |
| Employee Perspective: Classified Staff | 18 |
| Employee Perspective: Management | 19 |
| Decision-Making, Governance, and Communication | 20 |
| District Office | 21 |

Kern Community College District
KCCD 2025 Triennial Climate Survey – District Office Report

| | |
|--|-----------|
| Employee Perspective: District Office: Decision-Making, Governance, and Communication | 22 |
| Employee Perspective: Classified Staff | 22 |
| Employee Perspective: Management | 23 |
| Local Engagement and Outlook | 25 |
| District Office | 25 |
| Engagement | 25 |
| Outlook & Reflection | 26 |
| Workload, Productivity, Environment, and Safety | 26 |
| District Office | 26 |
| Employee Perspective: District Office: Workload, Productivity, Environment, and Safety | 27 |
| Employee Perspective: Classified Staff | 27 |
| Employee Perspective: Management | 28 |
| Location-Level Open-Ended Highlights | 29 |
| District Office | 29 |
| District Office — Illustrative Employee Comments | 30 |
| Conclusion: District Office | 30 |

Executive Summary

The 2025 Climate Survey results for the District Office reflect a location experiencing both strong institutional commitment and measurable strain across several operational and governance dimensions. Employees continue to demonstrate high intent to remain with the district and sustained engagement in core functions. Physical work environment conditions, including maintenance, cleanliness, and safety, are consistently rated as strengths.

At the same time, survey results indicate declining confidence in participatory governance, cross-role trust, morale, and workload sustainability compared to prior cycles, particularly in 2022. Classified staff responses reflect especially sharp volatility across trust, communication, and decision-making measures. Management responses remain comparatively stronger but also show consistent softening across several indicators.

Supervisory relationships remain a relatively stabilizing factor, with employees reporting generally positive perceptions of immediate leadership, clarity of expectations, and professional support. However, gaps between understanding district processes and believing those processes are effective suggest an opportunity for greater transparency, clearer follow-through, and strengthened bidirectional communication.

Overall, District Office employees appear deeply committed to the district’s mission and long-term success. The findings point to an environment where workload intensity, pace of change, and cross-functional coordination demands may be influencing perceptions of morale and trust more than physical or supervisory conditions.

These results provide actionable insight to strengthen communication systems, reinforce participatory governance practices, and ensure sustainable operational capacity as districtwide initiatives continue to expand.

Introduction

This report presents findings specific to the District Office from the 2025 Kern Community College District Triennial Climate Survey. Results are organized according to the same survey domains used districtwide, including:

- District-Level Climate & Trust
- Ethical Standards, Morale, and Workplace Support
- Supervisor Relations and Immediate Leadership
- Workplace Relationships and Belonging
- Decision-Making, Governance, and Communication

- Engagement and Outlook
- Workload, Productivity, Environment, and Safety

Findings are disaggregated by employee group (classified staff and management) to illuminate patterns that may be masked in aggregated results. Six-year trend comparisons (2019–2025) are included where available to provide longitudinal context.

Quantitative results are complemented by open-ended feedback to elevate employee voice while focusing on recurring themes rather than isolated comments. The goal of this report is not evaluative but developmental—providing clear insight into how District Office systems, leadership practices, and operational conditions are experienced by employees and where targeted improvements may strengthen institutional effectiveness.

Location-Level Climate Findings

Methodology

Survey Administration

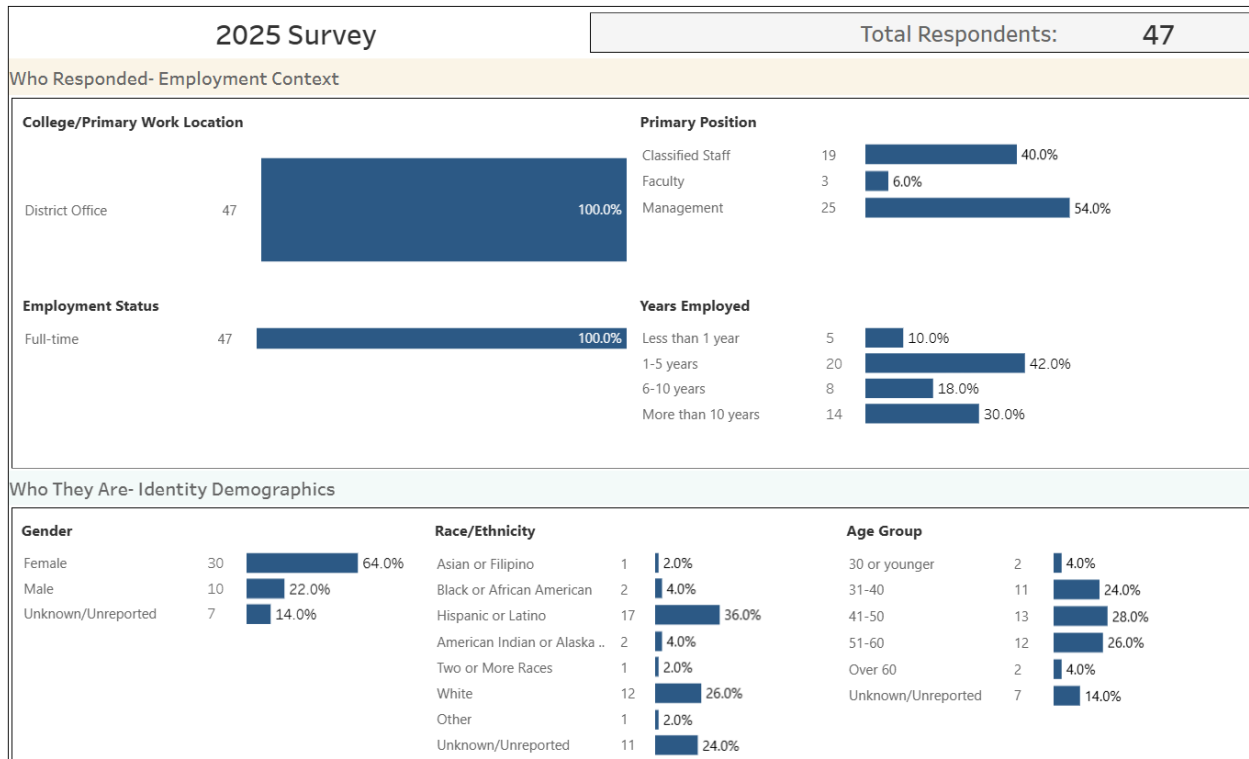
The 2025 Triennial Climate Survey was administered districtwide during Fall 2025. The survey was distributed electronically to all employees across Kern Community College District locations, including Bakersfield College, Cerro Coso Community College, Porterville College, and the District Office. Participation was voluntary and confidential.

Multiple reminder communications were issued during the administration period to encourage participation across employee groups.

District Office Response Overview

A total of **47 employees from the District Offices** participated in the 2025 survey.

Kern Community College District
 KCCD 2025 Triennial Climate Survey – District Office Report



College Perspective District Level Climate & Trust

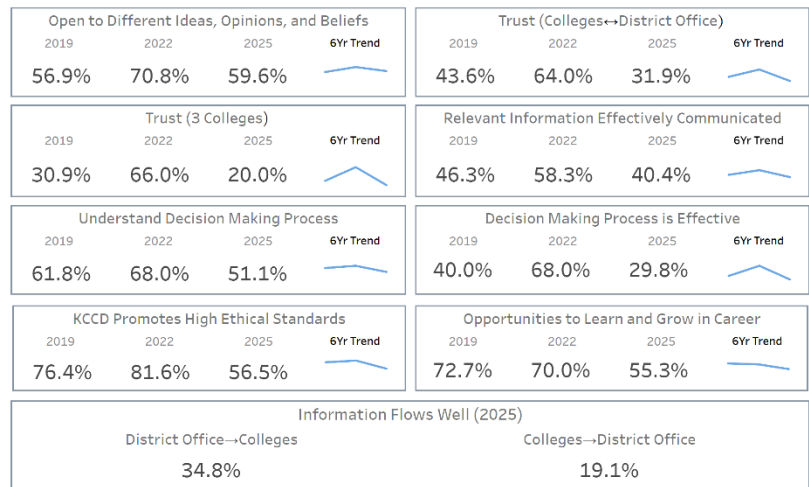
Although results are presented by work location, some survey items reflect perceptions of district-level systems, leadership, and cross-college alignment. Differences across locations, therefore, provide insight into how district decisions, communication practices, and governance structures are experienced in distinct campus contexts.

Across locations, 2025 results indicate continued erosion in trust and decision-making confidence, with variation in communication clarity and professional growth perceptions. The following summaries highlight key patterns by site.

District Office

District Office respondents reported high volatility across district-level climate measures, with sharp declines from 2022 to 2025.

- Agreement that KCCD promotes high ethical standards declined from 81.6% (2022) to 56.5% (2025).
- Trust between colleges and the District Office declined to 31.9%, while trust among the colleges declined sharply to 20.0%.
- Agreement that relevant information is effectively communicated declined to 40.4%.



- Understanding of the district decision-making process remained relatively higher at 51.1%, but agreement that the process is effective declined to 29.8%.
- Opportunities to learn and grow in one’s career declined to 55.3%.
- Information flow perceptions showed an imbalance:
 - 34.8% District Office → colleges
 - 19.1% colleges → District Office

Interpretive note:

District Office results suggest that internal understanding of processes does not necessarily translate into confidence in effectiveness or shared trust. These findings underscore the importance of strengthening bidirectional communication and reinforcing transparency as district initiatives scale.

Employee Perspective: District Office: District Level Climate & Trust

Employee Perspective: Classified Staff

Classified staff at the District Office report dramatic declines from 2022 highs across nearly every trust, governance, and ethical climate indicator. While 2022 reflected exceptionally strong confidence in district-level systems, 2025 results show a sharp reversal, with trust, decision-making effectiveness, and perceptions of ethical standards falling significantly. The volatility in trends suggests shifting confidence rather than gradual erosion.

Key Themes:

Kern Community College District
 KCCD 2025 Triennial Climate Survey – District Office Report

- Sharp Decline in Perceived Openness

- 40.0% agree the district is open to different ideas, opinions, and beliefs.
- This represents a 35-point decline from 2022.

| Open to Different Ideas, Opinions, and Beliefs | | | | Trust (Colleges↔District Office) | | | |
|--|-------|-------|-----------|---|-------|-------|-----------|
| 2019 | 2022 | 2025 | 6Yr Trend | 2019 | 2022 | 2025 | 6Yr Trend |
| 51.7% | 75.0% | 40.0% | | 45.5% | 71.4% | 30.0% | |
| Trust (3 Colleges) | | | | Relevant Information Effectively Communicated | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | 2019 | 2022 | 2025 | 6Yr Trend |
| 36.4% | 71.4% | 11.1% | | 46.9% | 75.0% | 30.0% | |
| Understand Decision Making Process | | | | Decision Making Process is Effective | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | 2019 | 2022 | 2025 | 6Yr Trend |
| 51.5% | 76.2% | 40.0% | | 27.3% | 76.2% | 35.0% | |
| KCCD Promotes High Ethical Standards | | | | Opportunities to Learn and Grow in Career | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | 2019 | 2022 | 2025 | 6Yr Trend |
| 69.7% | 85.0% | 42.1% | | 66.7% | 76.2% | 45.0% | |

- Significant Erosion of Cross-Institutional Trust

- Trust between colleges and the District Office declined from 71.4% (2022) to 30.0% (2025).
- Trust among the three colleges declined from 71.4% to 11.1%, an especially steep drop.

| Information Flows Well (2025) | |
|-------------------------------|--------------------------|
| District Office→Colleges | Colleges→District Office |
| 21.1% | 20.0% |

- Decline in Communication Effectiveness

- 30.0% believe relevant information is effectively communicated, down from 75.0% in 2022.
- Communication confidence has returned to or fallen below 2019 levels.

- Reduced Decision-Making Confidence

- 40.0% report understanding the decision-making process (down from 76.2% in 2022).
- 35.0% believe the decision-making process is effective, a significant decline from 2022.
- While still higher than some locations, both measures show substantial contraction.

- Major Decline in Ethical Standards Perception

- Agreement that KCCD promotes high ethical standards dropped from 85.0% (2022) to 42.1% (2025).
- This represents one of the most significant shifts in the entire section.

- Decline in Career Growth Perceptions

- 45.0% report favorable perceptions of opportunities to learn and grow in their career.
- This reflects a 30-point drop from 2022.

Kern Community College District
 KCCD 2025 Triennial Climate Survey – District Office Report

- Weak Bidirectional Information Flow
 - 21.1% report effective flow from District Office to colleges.
 - 20.0% report effective flow from colleges to District Office.
 - Both measures indicate constrained systemwide communication.

Overall Signal:

District Office classified staff responses reflect high volatility, with 2022 peaks followed by substantial declines across trust, ethics, governance, and communication indicators in 2025. The magnitude of these shifts suggests a meaningful change in internal confidence and alignment. Strengthening transparency, reinforcing ethical leadership practices, and rebuilding consistent communication pathways may be critical to restoring trust within the District Office environment.

Employee Perspective: Management

Management respondents at the District Office report strong perceptions of openness, ethical standards, and communication effectiveness; however, 2025 results reflect sharp declines in trust and decision-making effectiveness compared to 2022 highs. While foundational cultural indicators remain comparatively strong, confidence in governance outcomes and cross-institutional alignment has weakened.

Key Themes:

- Strong and Improving Cultural Openness
 - 74.1% agree the district is open to different ideas, opinions, and beliefs.
 - This represents steady improvement since 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>63.6%</td> <td>67.9%</td> <td>74.1%</td> <td></td> </tr> </tbody> </table> | Open to Different Ideas, Opinions, and Beliefs | | | | 2019 | 2022 | 2025 | 6Yr Trend | 63.6% | 67.9% | 74.1% | | <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>40.9%</td> <td>58.6%</td> <td>33.3%</td> <td></td> </tr> </tbody> </table> | Trust (Colleges→District Office) | | | | 2019 | 2022 | 2025 | 6Yr Trend | 40.9% | 58.6% | 33.3% | |
|--|--|-------|-----------|--|------|------|------|-----------|-------|-------|-------|--|---|---|--|--|--|------|------|------|-----------|-------|-------|-------|--|
| Open to Different Ideas, Opinions, and Beliefs | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 63.6% | 67.9% | 74.1% | | | | | | | | | | | | | | | | | | | | | | | |
| Trust (Colleges→District Office) | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 40.9% | 58.6% | 33.3% | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th colspan="4">Trust (3 Colleges)</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>22.7%</td> <td>62.1%</td> <td>25.9%</td> <td></td> </tr> </tbody> </table> | Trust (3 Colleges) | | | | 2019 | 2022 | 2025 | 6Yr Trend | 22.7% | 62.1% | 25.9% | | <table border="1"> <thead> <tr> <th colspan="4">Relevant Information Effectively Communicated</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>45.5%</td> <td>46.4%</td> <td>48.1%</td> <td></td> </tr> </tbody> </table> | Relevant Information Effectively Communicated | | | | 2019 | 2022 | 2025 | 6Yr Trend | 45.5% | 46.4% | 48.1% | |
| Trust (3 Colleges) | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 22.7% | 62.1% | 25.9% | | | | | | | | | | | | | | | | | | | | | | | |
| Relevant Information Effectively Communicated | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 45.5% | 46.4% | 48.1% | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th colspan="4">Understand Decision Making Process</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>77.3%</td> <td>62.1%</td> <td>59.3%</td> <td></td> </tr> </tbody> </table> | Understand Decision Making Process | | | | 2019 | 2022 | 2025 | 6Yr Trend | 77.3% | 62.1% | 59.3% | | <table border="1"> <thead> <tr> <th colspan="4">Decision Making Process is Effective</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>59.1%</td> <td>62.1%</td> <td>25.9%</td> <td></td> </tr> </tbody> </table> | Decision Making Process is Effective | | | | 2019 | 2022 | 2025 | 6Yr Trend | 59.1% | 62.1% | 25.9% | |
| Understand Decision Making Process | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 77.3% | 62.1% | 59.3% | | | | | | | | | | | | | | | | | | | | | | | |
| Decision Making Process is Effective | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 59.1% | 62.1% | 25.9% | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th colspan="4">KCCD Promotes High Ethical Standards</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>86.4%</td> <td>79.3%</td> <td>66.7%</td> <td></td> </tr> </tbody> </table> | KCCD Promotes High Ethical Standards | | | | 2019 | 2022 | 2025 | 6Yr Trend | 86.4% | 79.3% | 66.7% | | <table border="1"> <thead> <tr> <th colspan="4">Opportunities to Learn and Grow in Career</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>81.8%</td> <td>65.5%</td> <td>63.0%</td> <td></td> </tr> </tbody> </table> | Opportunities to Learn and Grow in Career | | | | 2019 | 2022 | 2025 | 6Yr Trend | 81.8% | 65.5% | 63.0% | |
| KCCD Promotes High Ethical Standards | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 86.4% | 79.3% | 66.7% | | | | | | | | | | | | | | | | | | | | | | | |
| Opportunities to Learn and Grow in Career | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 81.8% | 65.5% | 63.0% | | | | | | | | | | | | | | | | | | | | | | | |

- Decline in Cross-Institutional Trust

| Information Flows Well (2025) | |
|-------------------------------|--------------------------|
| District Office→Colleges | Colleges→District Office |
| 44.4% | 18.5% |

- Trust between colleges and the District Office stands at 33.3%, down from 58.6% in 2022.
- Trust among the three colleges declined sharply from 62.1% (2022) to 25.9% (2025).
- Cross-college trust shows substantial volatility.

Kern Community College District
KCCD 2025 Triennial Climate Survey – District Office Report

- Stable Communication Effectiveness
 - 48.1% believe relevant information is effectively communicated.
 - Communication perceptions remain one of the stronger indicators.
- High Understanding, Lower Effectiveness
 - 59.3% report understanding the decision-making process.
 - Only 25.9% believe the process is effective.
 - The significant gap between understanding and effectiveness suggests concerns with outcomes rather than clarity alone.
- Strong but Declining Ethical Climate
 - 66.7% agree that KCCD promotes high ethical standards.
 - While still strong, this reflects a downward trend from prior cycles.
- Solid Career Growth Perceptions
 - 63.0% report favorable perceptions of opportunities to learn and grow in their career.
 - Although declining since 2019, this remains comparatively positive.
- Imbalance in Information Flow
 - 44.4% report effective flow from District Office to colleges.
 - Only 18.5% report effective flow from colleges to District Office.
 - Upward communication appears particularly constrained.

Overall Signal:

District Office management report strong cultural openness, ethical standards, and communication clarity, yet express significantly reduced confidence in cross-college trust and decision-making effectiveness. The widening gap between understanding and perceived effectiveness, combined with uneven information flow, suggests the need to reinforce shared accountability, improve upward feedback mechanisms, and strengthen visible follow-through on institutional decisions.

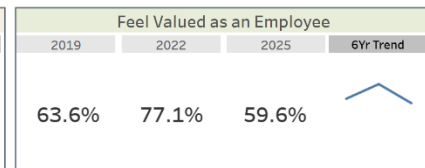
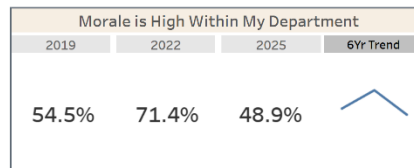
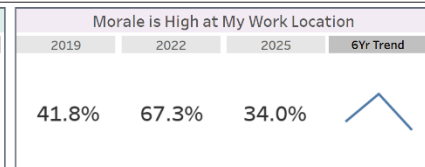
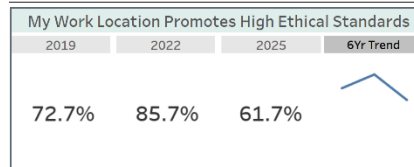
Ethical Standards, Morale, Value, and Support

This section examines the District Office location focusing on ethical standards, morale, feeling valued, work–life balance, and access to information. Results are presented to highlight contextual differences between employee groups and inform location-specific strategies, rather than to evaluate performance.

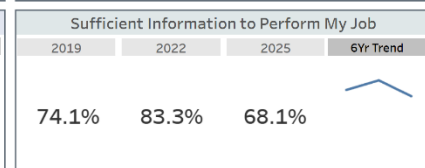
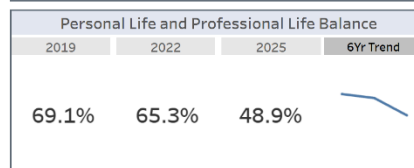
District Office

In 2025, District Office respondents reported mixed but comparatively moderate perceptions across this question group.

- Agreement that the work location promotes high ethical standards declined from a peak of 85.7% in 2022 to 61.7% in 2025, remaining above the districtwide average.



- Morale at the work location fell sharply from 67.3% (2022) to 34.0% (2025), mirroring the districtwide downward trend.



- Despite this decline, a majority of employees continued to report feeling valued (59.6%) and sufficiently informed to perform their job (68.1%).
- Work–life balance showed one of the steepest declines, falling to 48.9% in 2025.

Interpretive note:

The District Office pattern suggests that while foundational supports (information access, feeling valued) remain relatively intact, broader organizational strain, particularly related to workload and pace of change, may be influencing morale and work–life balance. These findings are especially relevant to district-led strategic initiatives that require sustained coordination and cross-college engagement.

Employee Perspective: District Office: Ethical Standards, Morale, Value and Support

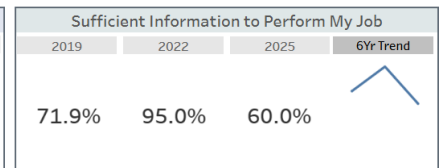
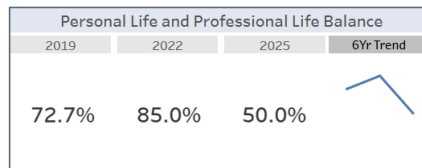
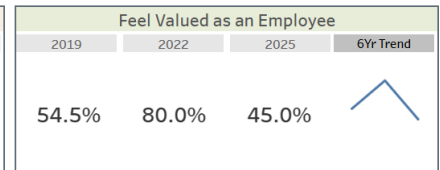
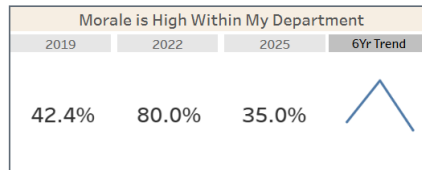
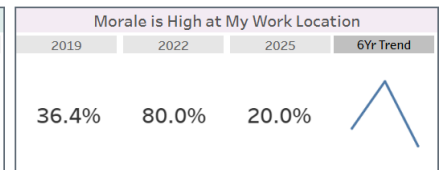
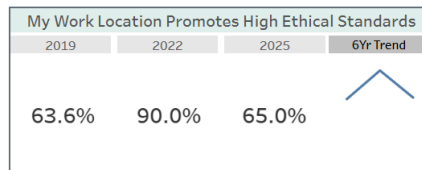
Employee Perspective: Classified Staff

Classified staff at the District Office report significant volatility across morale, feeling valued, and job support indicators. After exceptionally high 2022 peaks, 2025 results reflect sharp declines across nearly every measure, suggesting a meaningful shift in local workplace experience.

Key Themes:

- Moderate Ethical Climate with Decline from 2022

- 65.0% agree their work location promotes high ethical standards.
- While higher than 2019, this reflects a substantial drop from the 2022 peak.



- Sharp Decline in Workplace Morale

- Only 20.0% report morale is high at their work location.
- This marks a dramatic decline from 2022 and is one of the lowest morale indicators in this section.

- Decline in Department-Level Morale

- 35.0% report high morale within their department.
- This reflects a steep drop from 2022 highs.

- Reduced Sense of Feeling Valued

- 45.0% report feeling valued as an employee.
- This represents a notable decline from 2022 and signals weakening recognition perceptions.

- Significant Drop in Work-Life Balance

- 50.0% report positive balance between personal and professional life.
- This reflects a sharp decline from 2022 levels.

- Substantial Decline in Job Information Clarity

- 60.0% report having sufficient information to perform their job.
- While still above 2019, this measure dropped dramatically from 2022.

Overall Signal:

District Office classified staff report pronounced declines from 2022 highs across morale, feeling valued, work-life balance, and job clarity. The magnitude and consistency of these declines suggest heightened workplace strain or organizational change effects. While ethical standards perceptions remain comparatively moderate, stabilizing morale and restoring confidence in support systems may require focused attention to workload clarity, communication consistency, and visible leadership engagement.

Employee Perspective: Management

District Office management report comparatively strong feelings of value and job clarity, alongside notable declines in ethical climate and morale since 2019. While most indicators remain above 50%, 2025 results reflect gradual softening across multiple measures, suggesting strain within leadership roles even as overall stability remains intact.

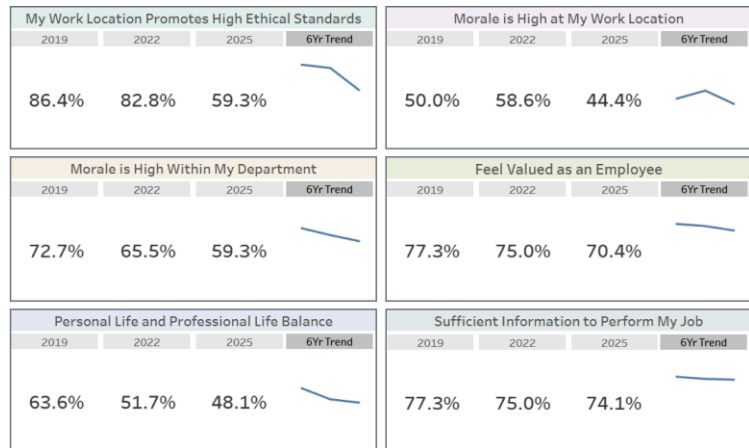
Key Themes:

- Declining Ethical Climate
 - 59.3% agree their work location promotes high ethical standards.
 - Although still above a majority threshold, this reflects a substantial drop from 2019 and 2022 levels.

- Moderate Workplace Morale
 - 44.4% report morale is high at their work location.
 - This represents decline from 2022 and remains below 50%.

- Strong but Softening Department-Level Morale
 - 59.3% report high morale within their department.
 - While still relatively strong, this indicator has declined steadily since 2019.

- High Sense of Feeling Valued
 - 70.4% report feeling valued as an employee.
 - Although trending downward, this remains one of the strongest indicators in this section.



Kern Community College District
 KCCD 2025 Triennial Climate Survey – District Office Report

- Declining Work-Life Balance
 - 48.1% report positive balance between personal and professional life.
 - This measure has fallen below 50%, signaling increasing workload pressure.
- Stable Job Information Clarity
 - 74.1% report having sufficient information to perform their job.
 - Despite slight decline, this remains a clear strength.

Overall Signal:

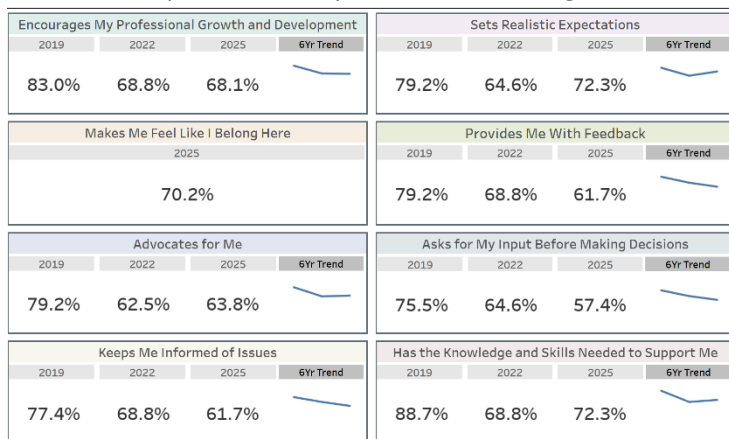
District Office management continue to report strong feelings of being valued and clear job expectations; however, declining ethical climate perceptions, morale, and work-life balance suggest cumulative leadership strain. While stability remains relatively high compared to other groups, maintaining effectiveness may require focused attention to workload sustainability, ethical leadership visibility, and reinforcement of morale at the location level.

Supervisor Relations and Immediate Leadership

This subsection examines employee perceptions of immediate supervisors, including support for professional growth, communication, advocacy, feedback, inclusion, and leadership competence.

District Office

District Office respondents reported mixed but comparatively positive perceptions of supervisor relations, despite broader system-level challenges.



- 68.1% agreed that supervisors encourage professional growth.
- 72.3% agreed supervisors set realistic expectations.
- 61.7% agreed supervisors provide feedback and keep them informed.
- 63.8% agreed supervisors advocate for them.
- 57.4% reported being asked for input before decisions.

- 70.2% reported feeling a sense of belonging within their supervisory relationship.
- 72.3% agreed supervisors have the knowledge and skills needed to support them.

Interpretive note:

These results suggest that supervisory relationships may serve as a stabilizing factor for District Office employees, even as trust in districtwide systems and decision-making has declined.

Employee Perspective: District Office: Supervisor Relations and Immediate Leadership

Employee Perspective: Classified Staff

District Office classified staff report generally strong and stable perceptions of their immediate supervisors in 2025. While a few indicators have softened slightly since 2019, most measures remain at or near 75%, suggesting consistent supervisory support even amid broader district-level climate volatility.

Key Themes:

- Sustained Professional Growth Support
 - 75.0% agree their supervisor encourages professional growth and development.
 - This measure has remained stable since 2022.
- Clear Expectations
 - 75.0% agree their supervisor sets realistic expectations.
 - Expectations remain consistent and well-established.

- Strong Sense of Belonging
 - 75.0% report their supervisor makes them feel like they belong.
 - Belonging remains a strong leadership indicator.

| | |
|---|---|
| Encourages My Professional Growth and Development | Sets Realistic Expectations |
| 2019 2022 2025 6Yr Trend | 2019 2022 2025 6Yr Trend |
| 80.6% 75.0% 75.0% | 74.2% 80.0% 75.0% |
| Makes Me Feel Like I Belong Here | Provides Me With Feedback |
| 2025 | 2019 2022 2025 6Yr Trend |
| 75.0% | 77.4% 75.0% 65.0% |
| Advocates for Me | Asks for My Input Before Making Decisions |
| 2019 2022 2025 6Yr Trend | 2019 2022 2025 6Yr Trend |
| 77.4% 75.0% 75.0% | 71.0% 80.0% 60.0% |
| Keeps Me Informed of Issues | Has the Knowledge and Skills Needed to Support Me |
| 2019 2022 2025 6Yr Trend | 2019 2022 2025 6Yr Trend |
| 71.0% 75.0% 70.0% | 80.6% 75.0% 75.0% |

- Moderate but Slightly Declining Feedback
 - 65.0% report receiving meaningful feedback.
 - While still solid, feedback has softened compared to prior cycles.
- Consistent Advocacy
 - 75.0% believe their supervisor advocates for them.
 - Advocacy has remained steady over time.
- Decline in Participatory Decision-Making
 - 60.0% report their supervisor asks for input before making decisions.

Kern Community College District
 KCCD 2025 Triennial Climate Survey – District Office Report

- This reflects some decline from 2022 highs.
- Stable Communication
 - 70.0% report their supervisor keeps them informed of issues.
 - Communication remains a relative strength.
- Strong Confidence in Supervisor Competence
 - 75.0% believe their supervisor has the knowledge and skills needed to support them.
 - Supervisor competence remains consistently strong.

Overall Signal:

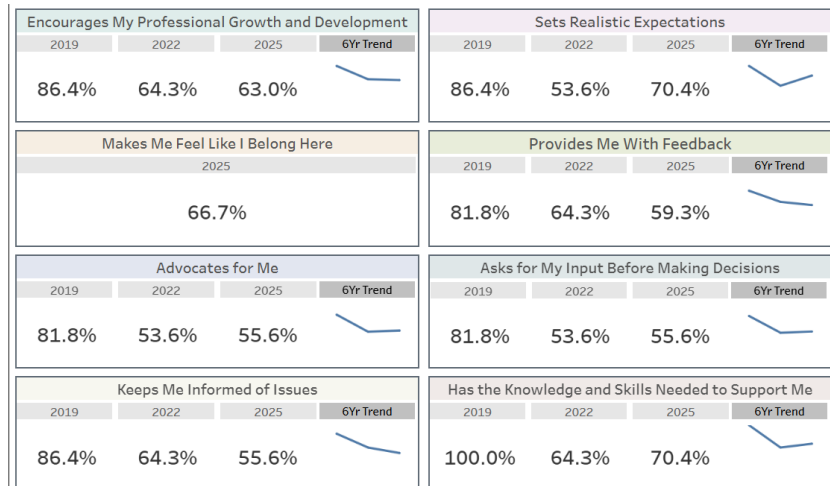
District Office classified staff report stable and generally positive supervisory relationships characterized by clarity, advocacy, and belonging. While participatory engagement and feedback have softened slightly, overall immediate leadership remains a strength at this location. Maintaining this stability may be important as broader district-level trust and governance perceptions fluctuate.

Employee Perspective: Management

District Office management report moderate supervisory strength in 2025, with partial recovery in expectation-setting and supervisor competence, alongside continued declines in feedback, advocacy, and communication since 2019. While most indicators remain above 55%, the six-year trend reflects overall softening from earlier highs.

Key Themes:

- Stable but Reduced Professional Growth Support
 - 63.0% agree their supervisor encourages professional growth and development.
 - This remains solid but below 2019 levels.



- Rebound in Expectation Clarity
 - 70.4% agree their supervisor sets realistic expectations.

- This represents improvement from 2022.
- Moderate Sense of Belonging
 - 66.7% report their supervisor makes them feel like they belong.
 - Belonging remains relatively stable.
- Decline in Feedback
 - 59.3% report receiving meaningful feedback.
 - This measure has steadily declined since 2019.
- Reduced Advocacy
 - 55.6% believe their supervisor advocates for them.
 - Advocacy remains above 50% but reflects meaningful erosion from earlier cycles.
- Limited Participatory Engagement
 - 55.6% report their supervisor asks for input before making decisions.
 - This continues a downward trend from 2019.
- Decline in Communication Consistency
 - 55.6% report their supervisor keeps them informed of issues.
 - Communication has weakened over time.
- Strong but Variable Confidence in Supervisor Competence
 - 70.4% believe their supervisor has the knowledge and skills needed to support them.
 - While improved from 2022, this remains below 2019 levels.

Overall Signal:

District Office management report moderate supervisory stability with improved clarity of expectations and solid perceptions of supervisor competence. However, declines in advocacy, feedback, and communication suggest reduced relational strength at the immediate leadership level. Reinforcing consistent feedback practices and participatory engagement may help restore confidence and strengthen managerial support systems.

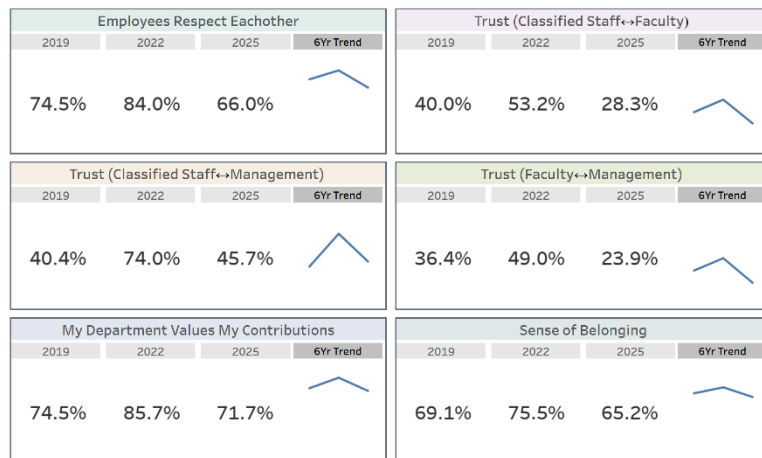
Work Location Relationships and Belonging

This subsection examines how employees experience interpersonal respect, trust across employee groups, departmental recognition, and sense of belonging at each work location

District Office

In 2025, District Office respondents reported strong departmental affirmation alongside notable trust challenges across employee groups.

- Agreement that employees respect each other declined from 84.0% (2022) to 66.0% (2025), though remaining relatively strong.
- Trust levels in 2025 were uneven:
 - Classified–faculty trust declined sharply to 28.3%.
 - Classified–management trust remained comparatively higher at 45.7%.
 - Faculty–management trust declined to 23.9%, the lowest among locations.
- A strong majority reported that their department values their contributions (71.7%).
- Sense of belonging declined modestly to 65.2%.



Interpretive note:

District Office results suggest that while department-level cohesion remains a strength, trust across employee groups, particularly involving management, has weakened considerably. Given the District Office’s central role in policy development and coordination, these findings have implications for districtwide change management and cross-functional collaboration.

Employee Perspective: District Office: Workplace Relationships, Trust, and Belonging

Employee Perspective: Classified Staff

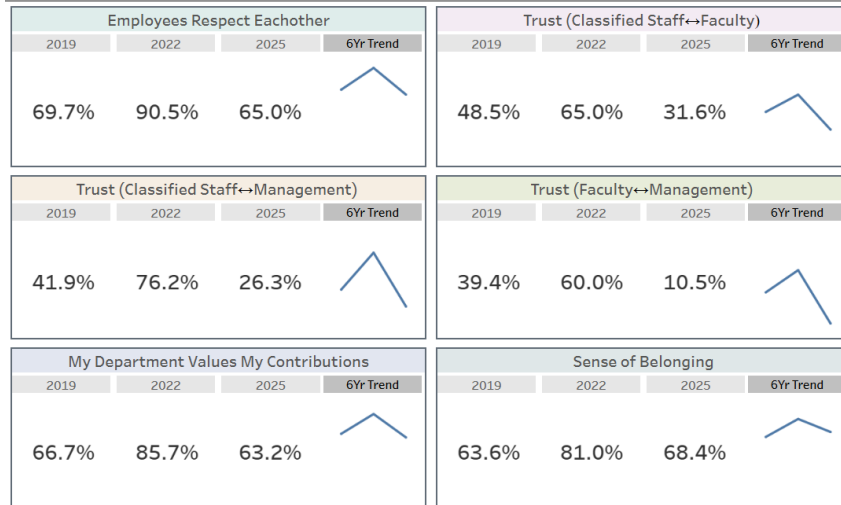
District Office classified staff report significant volatility in relational trust indicators in 2025. While peer respect and belonging remain moderate, cross-role trust—particularly involving management—has declined sharply from 2022 peaks. The pattern suggests strain in vertical trust relationships despite relatively stable peer-level cohesion.

Key Themes:

- Moderate Peer Respect
 - 65.0% agree that employees respect each other.
 - Although down from 2022 highs, this remains comparatively stable.

Kern Community College District
KCCD 2025 Triennial Climate Survey – District Office Report

- Decline in Cross-Role Trust



- Trust between classified staff and faculty stands at 31.6%, reflecting a sharp decline from 2022.

- Trust between classified staff and management declined to 26.3%, a substantial drop from prior highs.
- Trust between faculty and management stands at 10.5%, indicating particularly low cross-role confidence.

- Softening Departmental Value

- 63.2% agree their department values their contributions.
- While still above 60%, this represents decline from 2022.

- Moderate Sense of Belonging

- 68.4% report a sense of belonging.
- Although below 2022 levels, belonging remains relatively strong compared to trust indicators.

Overall Signal:

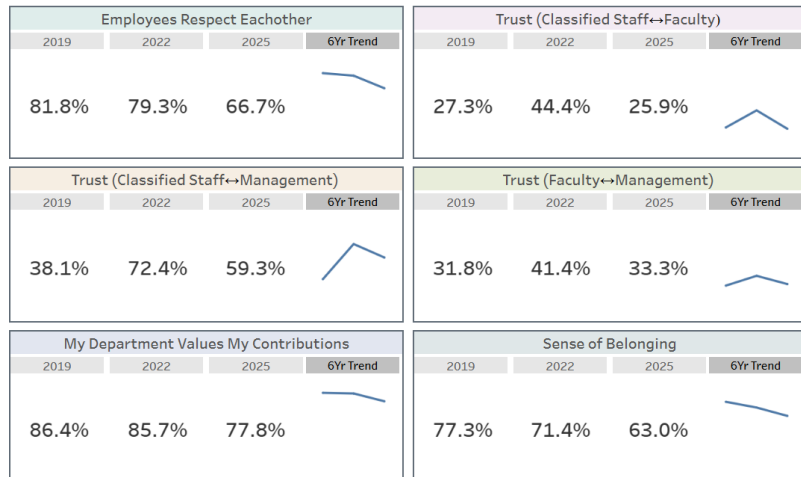
District Office classified staff report stable peer relationships and moderate belonging, but pronounced erosion in cross-role trust—especially with management. The widening gap between peer cohesion and management trust suggests structural or communication-related strain. Rebuilding confidence may require transparent leadership engagement, clearer accountability mechanisms, and strengthened cross-functional collaboration.

Employee Perspective: Management

District Office management report moderate but declining relational indicators in 2025. While departmental value remains relatively strong, cross-role trust—particularly between employee groups—remains uneven. The pattern reflects stronger internal cohesion within departments than across role categories.

Key Themes:

- Declining Perceived Respect
 - 66.7% agree that employees respect each other.
 - While still solid, this represents continued softening since 2019.



- Low and Volatile Cross-Role Trust
 - Trust between classified staff and faculty stands at 25.9%, reflecting decline since 2022.
 - Trust between classified staff and management is 59.3%, still comparatively strong but below 2022 peaks.
 - Trust between faculty and management stands at 33.3%, reflecting modest decline.
- Strong Departmental Value
 - 77.8% agree their department values their contributions.
 - Although trending downward, this remains one of the stronger relational indicators.
- Declining Sense of Belonging
 - 63.0% report a sense of belonging.
 - This reflects gradual erosion since 2019.

Overall Signal:

District Office management report stronger trust within management-related relationships than across employee groups, but overall relational indicators are softening. Department-level cohesion remains a strength; however, declining belonging and low cross-role trust suggest structural collaboration gaps. Strengthening transparency, reinforcing shared governance, and promoting cross-functional engagement may help stabilize relational confidence.

Decision-Making, Governance, and Communication

This subsection examines how employees at the District Office location perceive opportunities for participation, consultation, governance, and communication, as well as the effectiveness of decision-

Kern Community College District
 KCCD 2025 Triennial Climate Survey – District Office Report

making processes. Results show variation across employee groups, highlighting areas where local governance practices and communication structures may be supporting or constraining employee engagement.

District Office

District Office responses show a sharp decline from 2022 levels, resulting in mixed perceptions of decision-making and governance in 2025.

- Satisfaction with opportunities to participate in key decisions declined to 29.8%, down from 66.7% in 2022.
- Agreement that employees are sufficiently involved in decision-making declined to 19.1%.
- Feeling consulted and listened to dropped to 38.3%.
- Governance communication weakened:
 - 36.2% agreed representatives keep them informed.
 - 25.5% agreed representatives ask for their input.
- Perceptions that management considers faculty and staff concerns declined to 40.4%.
- Understanding of the decision-making process remained moderate at 51.1%, though agreement that the process is effective declined to 31.9%.
- Information flow declined, particularly downward (26.1%).

| I am Satisfied with Opportunities to Participate in Key Institutional Decisions | | | | | | | | | |
|---|-------|-------|-----------|---|-------|-------|-------|-----------|--|
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | |
| 55.6% | 66.7% | 29.8% | | | | | | | |
| Employees are Sufficiently Involved in Decision-Making | | | | I Feel Consulted and Listened to Regarding Decisions | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | 2019 | 2022 | 2025 | 6Yr Trend | |
| 29.1% | 46.8% | 19.1% | | | 65.5% | 68.8% | 38.3% | | |
| Representatives on Governance Committees Keep Me Informed | | | | Representatives on Governance Committees Ask for My Input | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | 2019 | 2022 | 2025 | 6Yr Trend | |
| 43.4% | 53.2% | 36.2% | | | 33.3% | 44.7% | 25.5% | | |
| Management/Administration Considers Faculty and Staff Concerns | | | | Relevant Information is Effectively Communicated | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | 2019 | 2022 | 2025 | 6Yr Trend | |
| 54.5% | 74.0% | 40.4% | | | 55.6% | 59.2% | 25.5% | | |
| I Understand the Decision Making Process at My Work Location | | | | The Decision Making Process is Effective | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | 2019 | 2022 | 2025 | 6Yr Trend | |
| 61.8% | 74.0% | 51.1% | | | 58.2% | 68.0% | 31.9% | | |
| Information Flows Well Upward | | | | Information Flows Well Downward | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | 2019 | 2022 | 2025 | 6Yr Trend | |
| 46.3% | 52.0% | 33.3% | | | 30.9% | 52.0% | 26.1% | | |

Interpretive note:

The District Office pattern suggests that rapid change, increasing workload, and expanded coordination demands may be straining participation and communication mechanisms. These results are particularly relevant to district-led strategic initiatives that rely on cross-functional alignment and consistent messaging.

Employee Perspective: District Office: Decision-Making, Governance, and Communication

Employee Perspective: Classified Staff

District Office classified staff report a sharp decline in confidence in participatory governance in 2025 following exceptionally high 2022 ratings. Nearly every indicator shows significant downward movement, particularly in consultation, communication effectiveness, and perceived decision-making effectiveness. The pattern suggests substantial volatility in governance confidence at this location.

Key Themes:

- Low Satisfaction with Participation
 - Only 20.0% are satisfied with opportunities to participate in key institutional decisions.
 - This reflects a dramatic drop from 2022.
- Limited Perception of Involvement
 - 20.0% believe employees are sufficiently involved in decision-making.
 - Involvement ratings have fallen sharply from prior highs.
- Sharp Decline in Feeling Consulted

- Only 20.0% feel consulted and listened to regarding decisions.
- This represents one of the steepest declines in the section.

| I am Satisfied with Opportunities to Participate in Key Institutional Decisions | | | | |
|---|-------|-------|-----------|--|
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 43.8% | 80.0% | 20.0% | | |
| Employees are Sufficiently Involved in Decision-Making | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 18.2% | 50.0% | 20.0% | | |
| I Feel Consulted and Listened to Regarding Decisions | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 60.6% | 75.0% | 20.0% | | |
| Representatives on Governance Committees Keep Me Informed | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 41.9% | 68.4% | 15.0% | | |
| Representatives on Governance Committees Ask for My Input | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 28.1% | 57.9% | 20.0% | | |
| Management/Administration Considers Faculty and Staff Concerns | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 36.4% | 71.4% | 30.0% | | |
| Relevant Information is Effectively Communicated | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 46.9% | 75.0% | 25.0% | | |
| I Understand the Decision Making Process at My Work Location | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 48.5% | 81.0% | 45.0% | | |
| The Decision Making Process is Effective | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 48.5% | 81.0% | 20.0% | | |
| Information Flows Well Upward | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 46.9% | 52.4% | 22.2% | | |
| Information Flows Well Downward | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | |
| 33.3% | 57.1% | 21.1% | | |

- Weakened Governance Communication
 - 15.0% say governance representatives keep them informed.
 - 20.0% report representatives ask for their input.
 - Governance visibility and engagement are viewed as significantly diminished.
- Reduced Confidence in Administrative Consideration
 - 30.0% believe management/administration considers faculty and staff concerns.

Kern Community College District
KCCD 2025 Triennial Climate Survey – District Office Report

- Although above some other measures, this reflects substantial decline.
- Declining Communication Effectiveness
 - 25.0% believe relevant information is effectively communicated.
 - Communication confidence has eroded considerably.
- Drop in Understanding and Effectiveness
 - 45.0% report understanding the decision-making process.
 - Only 20.0% believe the process is effective.
 - The gap between understanding and effectiveness remains pronounced.
- Constrained Information Flow
 - 22.2% report information flows well upward.
 - 21.1% report information flows well downward.
 - Bidirectional communication is perceived as weak.

Overall Signal:

District Office classified staff report significant loss of confidence in governance participation, consultation, and communication in 2025. The steep declines across nearly all indicators suggest organizational disruption or strained feedback mechanisms. Re-establishing transparent communication, visibly incorporating staff input, and strengthening governance engagement pathways may be critical to restoring institutional trust at this location.

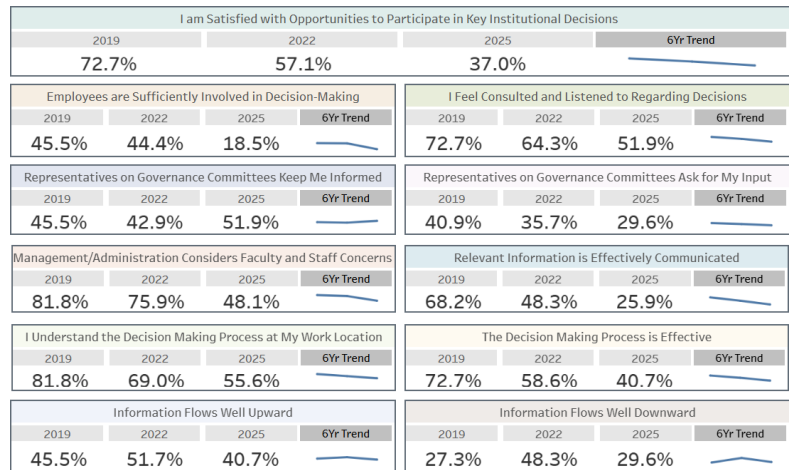
Employee Perspective: Management

District Office management report declining confidence in participatory governance and communication in 2025. While their ratings remain higher than other employee groups at this location, nearly every indicator has softened since 2019 and 2022—particularly perceptions of involvement, communication effectiveness, and decision-making effectiveness.

Kern Community College District
 KCCD 2025 Triennial Climate Survey – District Office Report

Key Themes:

- Declining Satisfaction with Participation
 - 37.0% are satisfied with opportunities to participate in key institutional decisions.
 - This reflects steady erosion since 2019.



- Sharp Drop in Perceived Involvement
 - Only 18.5% believe employees are sufficiently involved in decision-making.
 - This marks a substantial decline from prior cycles.
- Moderate but Declining Consultation
 - 51.9% feel consulted and listened to regarding decisions.
 - While still above 50%, this has trended downward.
- Mixed Governance Communication
 - 51.9% say governance representatives keep them informed.
 - 29.6% report representatives ask for their input.
 - Visibility remains moderate, but participatory engagement is weaker.
- Declining Perception of Administrative Responsiveness
 - 48.1% believe management/administration considers faculty and staff concerns.
 - This represents a notable decline from earlier years.
- Reduced Communication Effectiveness
 - Only 25.9% believe relevant information is effectively communicated.
 - This is one of the lowest-rated indicators in this section.
- Softening Understanding and Effectiveness
 - 55.6% report understanding the decision-making process.

Kern Community College District
 KCCD 2025 Triennial Climate Survey – District Office Report

- 40.7% believe the process is effective.
- While still moderate, both measures have declined steadily.
- Constrained Information Flow
 - 40.7% report information flows well upward.
 - 29.6% report information flows well downward.
 - Upward flow remains stronger than downward communication.

Overall Signal:

District Office management report weakening confidence in governance participation, communication clarity, and perceived effectiveness of decision-making. Although their ratings remain comparatively higher than other employee groups, the consistent downward trend suggests systemic strain in governance structures. Strengthening bidirectional communication, clarifying participatory roles, and visibly acting on management input may be essential to stabilizing confidence at this level.

Local Engagement and Outlook

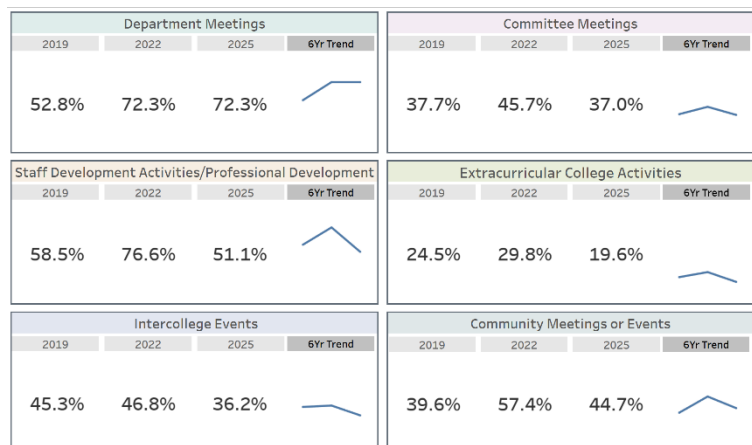
This subsection examines employee engagement in institutional activities alongside outlook and intent to remain, providing insight into how employees at each work location are participating in their institutions and how they perceive their future within the district. Together, these measures offer important context for understanding local resilience, fatigue, and sustainability.

District Office

District Office employees reported strong participation in core activities, alongside very high commitment to the district, despite strain identified elsewhere in Section 2.

Engagement

- Participation in department meetings remained high at 72.3%.
- Participation in committee meetings declined to 37.0%.
- Engagement in staff development activities declined sharply to 51.1%.
- Participation in extracurricular college activities declined to 19.6%, the lowest among all locations.
- Participation in intercollege events declined to 36.2%.



Kern Community College District
KCCD 2025 Triennial Climate Survey – District Office Report

- Participation in community meetings or events declined to 44.7%.

Outlook & Reflection

- 88.9% expect to continue working in their current position.
- 88.9% expect to continue working at their current work location.
- 97.8% expect to continue working for the district.
- 83.0% would choose to work at KCCD again.

| Expect to Continue Working in Current Position | | | |
|---|-------|-------|-----------|
| 2025 | | | |
| 88.9% | | | |
| 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% | |

Interpretive note:

District Office employees show strong institutional commitment, but declining participation in discretionary activities may reflect workload intensity, pace of change, or capacity constraints, rather than reduced engagement.

Workload, Productivity, Environment, and Safety

This subsection examines employee perceptions of workload appropriateness, productivity, facilities, cleanliness, and safety at each work location. Results illustrate how physical and operational conditions vary across employee groups and how these conditions may be interacting with morale, engagement, and capacity for change.

District Office

District Office respondents reported strong facility conditions but notable workload concerns.

- Only 38.3% agreed that workload is appropriate.
- Agreement that the work environment is conducive to productivity declined sharply to 53.2%, following a high in 2022.
- Facility measures remained the strongest among all locations:
 - Adequate maintenance at 82.6%.
 - Cleanliness at 89.4%.
 - Facility attractiveness declined but remained moderate at 55.3%.

| <table border="1"> <thead> <tr> <th colspan="4">Workload is Appropriate</th> </tr> <tr> <th colspan="4">2025</th> </tr> </thead> <tbody> <tr> <td colspan="4">38.3%</td> </tr> </tbody> </table> | Workload is Appropriate | | | | 2025 | | | | 38.3% | | | | <table border="1"> <thead> <tr> <th colspan="4">Work Environment is Conducive to Productivity</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>63.0%</td> <td>83.3%</td> <td>53.2%</td> <td></td> </tr> </tbody> </table> | Work Environment is Conducive to Productivity | | | | 2019 | 2022 | 2025 | 6Yr Trend | 63.0% | 83.3% | 53.2% | |
|--|--|-------|-----------|--|------|------|------|-----------|-------|-------|-------|--|---|---|--|--|--|------|------|------|-----------|-------|-------|-------|--|
| Workload is Appropriate | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2025 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 38.3% | | | | | | | | | | | | | | | | | | | | | | | | | |
| Work Environment is Conducive to Productivity | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 63.0% | 83.3% | 53.2% | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th colspan="4">Work Location is Adequately Maintained</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>88.9%</td> <td>95.8%</td> <td>82.6%</td> <td></td> </tr> </tbody> </table> | Work Location is Adequately Maintained | | | | 2019 | 2022 | 2025 | 6Yr Trend | 88.9% | 95.8% | 82.6% | | <table border="1"> <thead> <tr> <th colspan="4">Work Location is an Attractive Facility</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>74.1%</td> <td>83.0%</td> <td>55.3%</td> <td></td> </tr> </tbody> </table> | Work Location is an Attractive Facility | | | | 2019 | 2022 | 2025 | 6Yr Trend | 74.1% | 83.0% | 55.3% | |
| Work Location is Adequately Maintained | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 88.9% | 95.8% | 82.6% | | | | | | | | | | | | | | | | | | | | | | | |
| Work Location is an Attractive Facility | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 74.1% | 83.0% | 55.3% | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th colspan="4">Work Location is Kept Clean</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>92.6%</td> <td>97.9%</td> <td>89.4%</td> <td></td> </tr> </tbody> </table> | Work Location is Kept Clean | | | | 2019 | 2022 | 2025 | 6Yr Trend | 92.6% | 97.9% | 89.4% | | <table border="1"> <thead> <tr> <th colspan="4">I Feel Safe at My Work</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>68.5%</td> <td>81.6%</td> <td>76.6%</td> <td></td> </tr> </tbody> </table> | I Feel Safe at My Work | | | | 2019 | 2022 | 2025 | 6Yr Trend | 68.5% | 81.6% | 76.6% | |
| Work Location is Kept Clean | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 92.6% | 97.9% | 89.4% | | | | | | | | | | | | | | | | | | | | | | | |
| I Feel Safe at My Work | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 2022 | 2025 | 6Yr Trend | | | | | | | | | | | | | | | | | | | | | | |
| 68.5% | 81.6% | 76.6% | | | | | | | | | | | | | | | | | | | | | | | |

- Perceptions of safety improved to 76.6%.

Interpretive note:

The District Office pattern suggests that workload intensity and pace of change, rather than physical conditions, are the primary drivers affecting employee experience. These results are especially relevant given the District Office’s role in advancing districtwide strategic initiatives that require sustained coordination and adaptability.

Employee Perspective: District Office: Workload, Productivity, Environment, and Safety

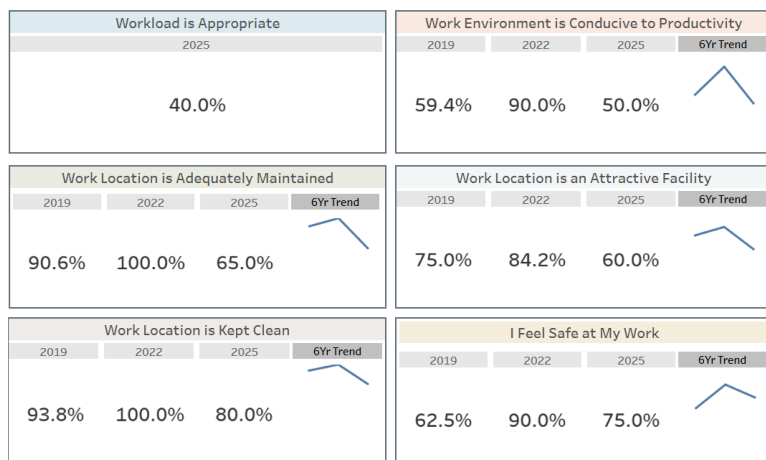
Employee Perspective: Classified Staff

District Office classified staff report strong physical environment conditions in 2025, alongside moderate concerns regarding workload balance. While several environmental indicators have declined from exceptionally high 2022 peaks, they remain comparatively strong. Workload appropriateness, however, continues to signal pressure.

Key Themes:

- Moderate Workload Appropriateness
 - 40.0% believe their workload is appropriate.
 - This suggests ongoing workload strain for a majority of staff.
- Decline in Productivity Environment
 - 50.0% agree the work environment is conducive to productivity.
 - This represents a substantial drop from 2022.
- Strong but Softening Facility Maintenance

- 65.0% say their work location is adequately maintained.
- While lower than 2022, this remains moderately positive.



- Decline in Facility Attractiveness
 - 60.0% view their work location as an attractive facility.
 - This reflects a notable decrease from prior highs.

Kern Community College District
 KCCD 2025 Triennial Climate Survey – District Office Report

- High Cleanliness, Though Lower Than Peak
 - 80.0% report their work location is kept clean.
 - Cleanliness remains a strength despite decline from 2022.
- Strong Sense of Safety
 - 75.0% report feeling safe at work.
 - Safety has rebounded from 2019 levels and remains solid.

Overall Signal:

District Office classified staff report a generally positive physical work environment, with strong cleanliness and safety ratings. However, the decline from 2022 highs across multiple environmental measures suggests shifting perceptions or changing conditions. Workload balance remains the most pressing concern in this section. Addressing workload capacity while maintaining environmental strengths may be essential to sustaining productivity and morale at the District Office.

Employee Perspective: Management

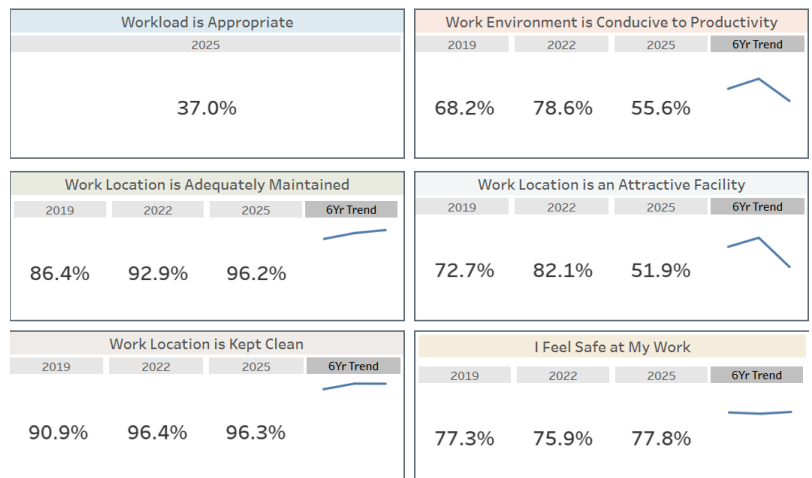
District Office management report exceptionally strong perceptions of physical workplace conditions in 2025, alongside continued concern about workload balance. Environmental indicators—maintenance, cleanliness, and safety—are among the highest across all locations and employee groups. However, workload appropriateness remains a clear pressure point.

Key Themes:

- Low Workload Appropriateness
 - Only 37.0% believe their workload is appropriate.
 - This suggests significant strain at the management level.

- Decline in Productivity Environment

- 55.6% agree the work environment is conducive to productivity.
- While still majority-positive, this reflects a notable decline from 2022.



- Exceptional Facility Maintenance

Kern Community College District
KCCD 2025 Triennial Climate Survey – District Office Report

- 96.2% say their work location is adequately maintained.
- Maintenance is one of the strongest-rated indicators districtwide.
- Decline in Facility Attractiveness
 - 51.9% view their work location as an attractive facility.
 - This represents a substantial drop from 2022.
- Outstanding Cleanliness
 - 96.3% report their work location is kept clean.
 - Cleanliness remains a clear institutional strength.
- Stable and Strong Safety Perceptions
 - 77.8% report feeling safe at work.
 - Safety remains consistently strong.

Overall Signal:

District Office management report an exceptionally well-maintained and clean physical environment, with strong safety perceptions. However, workload balance and productivity conditions show strain, suggesting operational demands may be affecting leadership capacity. Addressing workload sustainability while maintaining environmental strengths may be critical to long-term effectiveness and morale at the District Office.

Location-Level Open-Ended Highlights

This subsection summarizes key themes and sentiment patterns from open-ended survey responses at each work location. These comments provide qualitative context for the quantitative findings presented throughout this report and help illuminate how local leadership, communication, workload, and culture are experienced in practice.

Individual responses could address multiple topics, and results are presented to highlight patterns rather than isolated statements.

District Office

District Office open-ended responses reflected mixed sentiment, with both strong commitment and significant concern evident.

Dominant themes included:

- Commitment to the district mission and appreciation for colleagues.

- Feelings of being undervalued or experiencing limited impact, often tied to workload and pace of change.
- Concerns about transparency, recognition, and follow-through, particularly related to districtwide decision-making.
- Recognition of supportive leadership in some areas, alongside frustration in others.

District Office — Illustrative Employee Comments

“There is a strong commitment to the mission, but the workload and pace of change make it hard to feel like our efforts are sustainable.”

“I understand the decision-making processes, but it’s not always clear how feedback is used or whether it leads to action.”

“I value my colleagues and the work we do, but clearer communication and recognition would make a big difference.”

Interpretive note:

District Office comments suggest a workforce that remains highly invested, but increasingly strained by competing demands and the complexity of districtwide coordination.

Conclusion: District Office

The 2025 Climate Survey results for the District Office reflect an organization navigating complexity, growth, and change.

Employees demonstrate strong institutional commitment, with exceptionally high intent to remain at the district and sustained participation in core operational functions. Facility conditions, cleanliness, and safety are clear strengths. Supervisory relationships also provide an important foundation of stability.

However, the data consistently signal pressure in three interconnected areas:

1. **Workload sustainability**, particularly among management
2. **Participatory governance and decision-making confidence**
3. **Cross-role and cross-college trust**

A notable pattern throughout the survey is the gap between *understanding* district processes and *confidence in their effectiveness*. This suggests that clarity alone is not sufficient; employees are seeking visible alignment between input, decision-making, and follow-through.

Classified staff responses indicate particularly sharp volatility compared to 2022 highs, suggesting that perceptions may be influenced by organizational transitions, workload expansion, or communication

Kern Community College District
KCCD 2025 Triennial Climate Survey – District Office Report

challenges. Management responses, while generally stronger, also reflect softening morale and governance confidence.

The District Office plays a unique role within KCCD: coordinating strategy, supporting colleges, and stewarding districtwide systems. As such, strengthening internal climate at this location has implications beyond a single worksite. Reinforcing bidirectional communication, visibly incorporating feedback, and addressing workload capacity may be especially impactful.

The survey results ultimately reflect a workforce that remains highly invested in the district's mission. Sustaining that commitment will depend on aligning systems, communication practices, and operational expectations with the pace and scale of districtwide initiatives.

The District Office is well-positioned to leverage its strengths, commitment, supervisory stability, and strong physical environment to address areas of strain and strengthen institutional trust moving forward.