



Kern Community College District
KCCD 2025 Triennial Climate Survey

February 2026

Prepared for
KCCD Chancellor, Dr. S. Bloomberg

By the
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Office of Institutional Research and Reporting

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Executive Brief

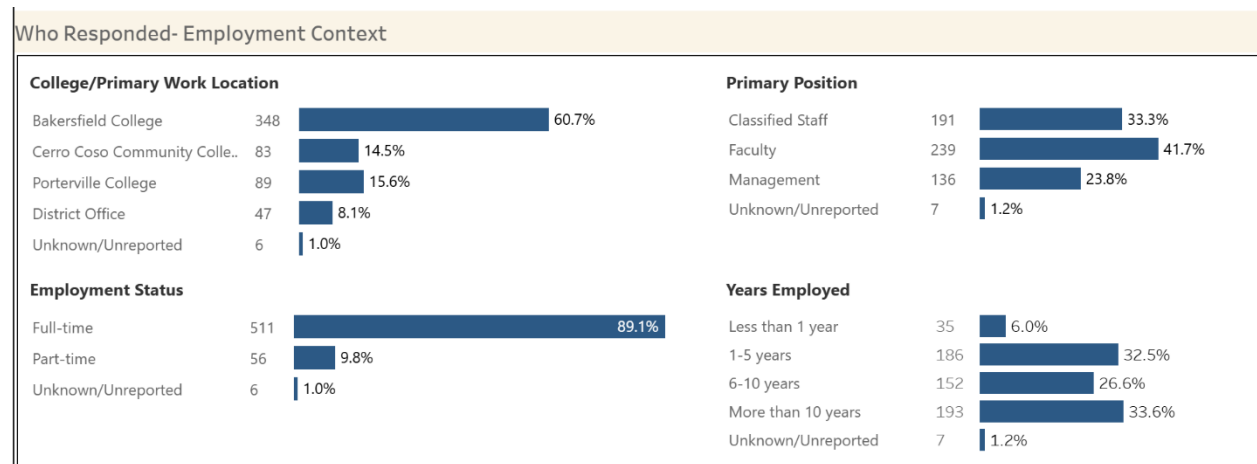
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Survey Overview and Methodology

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.

A total of 573 unique employees responded out of 1,984 invited, 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.

[Interactive Dashboard](#)

An interactive Tableau dashboard has been developed to support deeper analysis by question, location, and employee group.

Note: At the time of publication, access to the dashboard is limited to Institutional Research/Institutional Effectiveness staff and district-level executive leadership.

Executive Summary of Key Findings

Districtwide (Section 1)

- **Employee commitment remains high.** Across the district, employees report strong intent to remain in their roles, at their work locations, and within KCCD.
- **Confidence in institutional systems has declined.** Trust, communication, decision-making transparency, equity-related systems, and professional growth support have weakened since 2019.
- **Workload and pace of change are pressure points.** Employees increasingly report strain related to workload demands and productivity expectations.
- **Training and growth are key gaps.** While access to basic technology is relatively strong, confidence in training and professional development has declined.
- **Employee voice is active and constructive.** Participation in open-ended responses increased substantially, with feedback focused on improvement rather than disengagement.

Location-Level (Section 2)

- **Local experience varies meaningfully.** Differences across Bakersfield College, Cerro Coso Community College, Porterville College, and the District Office indicate that local context and leadership matter.
- **Supervisor relationships are a critical differentiator.** Locations with stronger supervisor support show higher morale, trust, and engagement.
- **Department-level relationships are stronger than system-level perceptions.** Across locations, employees report greater belonging within departments than confidence in districtwide processes.
- **Workload challenges are widespread but uneven.** Perceptions of workload appropriateness are low across most locations, though physical environment conditions vary.
- **Qualitative feedback mirrors quantitative results.** Location-level open-ended comments reinforce survey findings and highlight both challenges and areas of strength.

Strategic Signals for Leadership

Taken together, the findings from Sections 1 and 2 surface several clear signals:

- **Commitment is a strength but not guaranteed.** Employees remain dedicated, yet confidence in institutional systems has eroded.
 - **Communication and decision-making are central leverage points.** Declines in trust and morale consistently trace back to how decisions are made, communicated, and explained.
 - **Supervisor capacity matters.** Immediate leadership can either buffer or amplify districtwide challenges.
 - **Capacity-building is essential.** Training, growth pathways, and workload alignment have not kept pace with evolving expectations.
 - **Equity systems require visible implementation.** Policies alone are insufficient without clarity, consistency, and trust in practice.
 - **Employee voice is an asset.** High engagement with open-ended feedback reflects a workforce seeking improvement, not disengagement.
-

Using This Report

The 2025 Triennial Climate Survey is intended to serve as both:

- A **diagnostic tool** to identify strengths, risks, and areas of strain, and
- A **guide for action**, informing districtwide and location-level strategies aligned with *Future Forward*.

The sections that follow provide detailed findings, interpretations, and context to support intentional, data-informed decision-making in the years ahead.

Section 1

Executive Summary: Districtwide Climate and Systems

Districtwide Climate Survey results indicate that Kern Community College District employees remain highly committed to their work, their colleagues, and the district's mission. Intent to remain employed at KCCD remains strong, and participation in core governance and operational activities continues at stable levels.

At the same time, employee confidence in districtwide systems and processes, particularly those related to trust, communication, decision-making, equity, and professional development, has declined since 2022. Trust between colleges and the District Office, clarity in decision-making, and perceptions of effective communication are among the most persistent challenges identified.

Employees report increasing strain related to workload and the pace of change, alongside declining confidence in training, growth pathways, and institutional follow-through. Open-ended responses reinforce these findings, highlighting concerns about transparency, recognition, and trust, while consistently affirming deep commitment to students and the institution.

Taken together, the results suggest that employee commitment remains a critical institutional strength,

★ **At-a-Glance: What We Heard**

What's working

- Strong employee commitment and intent to remain across all locations
- Department-level relationships remain a key source of belonging
- Local leadership can meaningfully buffer system-level challenges

What's strained

- Trust in districtwide communication and decision-making
- Workload sustainability and pace of change
- Training, professional growth, and follow-through

Why it matters

- Employee commitment remains high, but confidence in systems is eroding
- Strategic initiatives risk friction without improved clarity and trust

but one that will require intentional reinforcement through clearer communication, stronger feedback loops, visible accountability, and sustained investment in employee development and equity-related systems.

Introduction

The Kern Community College District Climate Survey is a key mechanism for monitoring progress toward the goals outlined in *Future Forward: Elevating*

Student Achievement Together (2025–2030). The Climate Survey explicitly centers on the Employee Ecosystem, recognizing that employee culture, technology, and physical environment directly influence student success.

Climate Survey Domain	Section 1 Coverage	Strategic Plan Alignment
District Climate & Trust	1.1 , 1.2	Employee Ecosystem – Cultural Environment; Collaboration & Transparency
Communication & Decision-Making	1.2	Monitoring & Adaptation; Strategic Oversight & Governance
Ethical Standards & Morale	1.1 , 1.3	Employee Culture; Wellness & Leadership Development (4.1–4.7)
Resources, Training & Growth	1.3	Employee Technological Environment; Center for Wellness & Success
Equity, Inclusion & Policy Support	1.4	Inclusive Employee Culture; Equity-Driven Practices
Discrimination & Institutional Response	1.5	Policy Integrity; Psychological Safety; Accountability Systems
Engagement & Outlook	1.6	Workforce Sustainability; Retention & Capacity
Employee Voice (Open-Ended Feedback)	1.7	Continuous Improvement; Strategic Foresight Inputs

Within this framework, the Climate Survey provides critical insight into the following questions:

- Do employees experience the supportive workplace culture the plan says is required for a future-ready district?
- Where does trust break down between colleges and the district office — a known risk in foresight and barrier sections?
- Are employees equipped with the technology and physical environments the plan identifies as foundational to innovation and well-being?
- Do differences by college or employee group signal uneven implementation risk for strategic initiatives?

Districtwide Climate, Culture, and Systems

(Aggregated Results Across All Colleges and District Offices)

Purpose and Strategic Alignment

The focus of this section is on district-controlled systems, structures, and cultural conditions that shape how employees experience their work, regardless of location.

Findings in Section 1 reflect districtwide responsibility and institutional practice rather than local management or campus-specific operations.

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.
- Trust indicators reached their lowest levels across the six-year trend:

<table border="1"> <thead> <tr> <th colspan="5">Open to Different Ideas, Opinions, and Beliefs</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th colspan="2">6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>59.8%</td> <td>54.1%</td> <td>53.1%</td> <td colspan="2"></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="5">Trust (Colleges→District Office)</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th colspan="2">6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>34.8%</td> <td>37.7%</td> <td>22.6%</td> <td colspan="2"></td> </tr> </tbody> </table>	Trust (Colleges→District Office)					2019	2022	2025	6Yr Trend		34.8%	37.7%	22.6%		
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- 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:

Interpretive framing:

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

Districtwide Trends Climate & Trust (2019-2025) — Employee Group Perspectives

Employee Perspective: Classified Staff

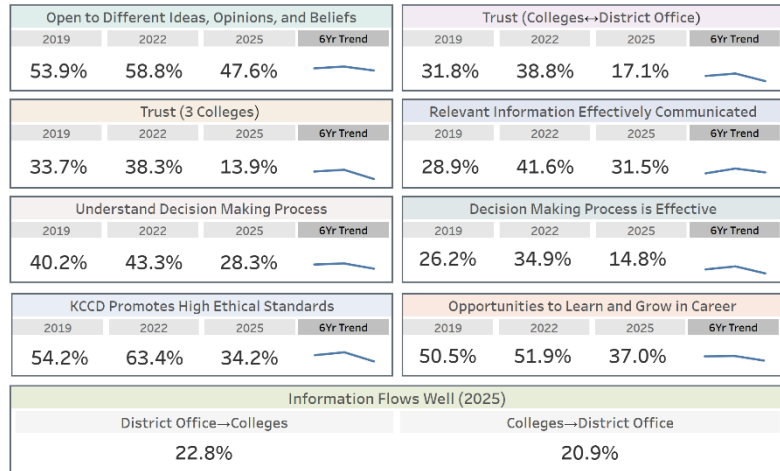
Classified staff responses reflect a significant decline in confidence related to district-level trust, communication flow, and decision-making effectiveness. While 2022 marked a period of improved perceptions, 2025 results show a reversal of those gains, with many indicators falling to or below 2019 levels. The pattern suggests systemic concerns rather than isolated dissatisfaction.

Key Themes:

- Decline in Trust
 - Trust between the colleges and District Office fell to 17.1%.
 - Trust across the three colleges declined sharply to 13.9%.
- Low Confidence in Decision-Making
 - Only 28.3% report understanding the decision-making process.
 - Just 14.8% believe the decision-making process is effective.

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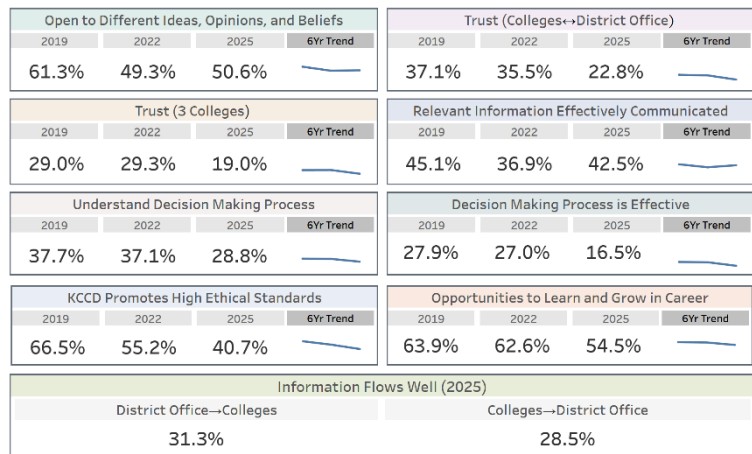
- Concerns Regarding Ethical Leadership
 - Perceptions that KCCD promotes high ethical standards dropped from 63.4% (2022) to 34.2% (2025), representing one of the most significant shifts in the survey.
- Breakdowns in Two-Way Communication
 - 31.5% believe relevant information is effectively communicated.
 - Only 22.8% believe information flows well from District Office to colleges.
 - 20.9% believe information flows effectively from colleges to District Office.
- Cultural Climate Pressures
 - Favorable perceptions of openness to different ideas declined to 47.6%.



Overall Signal: Classified staff responses indicate diminished confidence in cross-institutional trust, transparency, and the effectiveness of district-level processes.

Employee Perspective: Faculty

Faculty responses reflect ongoing concerns regarding trust and governance effectiveness, though trends are somewhat more stable than those observed among classified staff. While communication ratings show modest improvement since 2022, overall confidence in decision-making and cross-college trust remains low. The results suggest moderate confidence in culture, but persistent structural trust concerns.



Key Themes:

- Erosion of Cross-Institutional Trust
 - Trust between colleges and District Office declined to 22.8%.
 - Trust across the three colleges decreased to 19.0%.
- Limited Confidence in Governance Effectiveness

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- 28.8% report understanding the decision-making process.
- 16.5% believe the decision-making process is effective.
- Declining Perception of Ethical Standards
 - Favorable responses regarding high ethical standards decreased to 40.7%, continuing a downward six-year trend.
- Mixed Communication Results
 - 42.5% believe relevant information is effectively communicated (an increase from 2022).
 - However, only 31.3% believe information flows well from District Office to colleges.
 - 28.5% believe communication flows effectively from colleges to District Office.
- Relative Strengths
 - 50.6% report the district is open to different ideas and beliefs.
 - 54.5% report favorable perceptions of opportunities for career growth.

Overall Signal: Faculty responses indicate stable but low confidence in institutional trust and governance effectiveness, alongside moderate confidence in professional growth and cultural openness.

Employee Perspective: Management

Management responses reflect comparatively stronger perceptions of cultural openness and professional growth, alongside sharp declines in confidence related to decision-making effectiveness and ethical standards. While overall favorability remains higher than other employee groups in several areas, 2025 results indicate notable erosion in governance-related trust and institutional credibility.

Key Themes:

- Strong Cultural Openness
 - 65.4% report the district is open to different ideas, opinions, and beliefs.
 - This represents recovery from 2022 and

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%			

remains the highest among employee groups.

- Decline in Cross-Institutional Trust
 - Trust between colleges and District Office decreased to 29.7%.
 - Trust across the three colleges declined to 28.2%, down significantly from 2022.
- Sharp Drop in Decision-Making Confidence
 - 34.7% report understanding the decision-making process (down from prior years).
 - Only 17.5% believe the decision-making process is effective — a substantial decline from over 40% in both 2019 and 2022.
- Significant Decrease in Perceived Ethical Standards
 - Favorable perceptions that KCCD promotes high ethical standards declined from 71.2% (2022) to 42.8% (2025), representing one of the most pronounced shifts across all employee groups.
- Communication Challenges
 - 40.6% believe relevant information is effectively communicated.
 - However, only 23.2% believe information flows well from District Office to colleges.
 - 27.5% believe communication flows effectively from colleges to District Office.
- Relative Strength: Professional Growth
 - 57.2% report favorable perceptions of opportunities to learn and grow in their careers, remaining comparatively strong despite a modest decline.

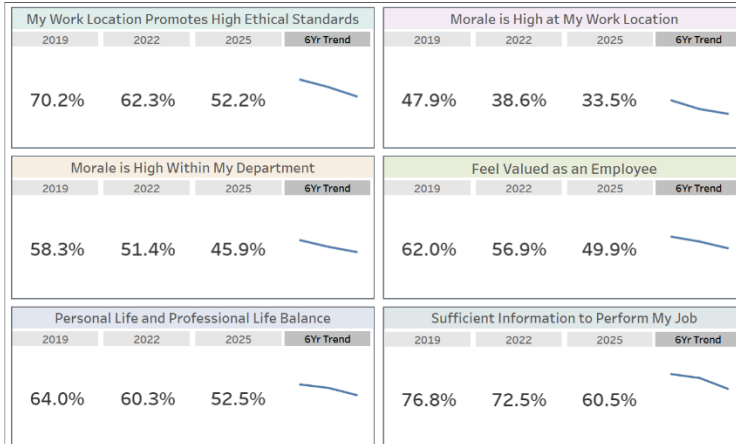
Overall Signal:

Management respondents report confidence in cultural openness and professional development opportunities but indicate substantial erosion in trust related to governance effectiveness, ethical leadership, and cross-institutional communication flow.

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.

Kern Community College District
KCCD 2025 Triennial Climate Survey



- 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:

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.

Districtwide Trends (2019-2025) Ethical Standards, Morale, Value and Support — Employee Group Perspectives

Employee Perspective: Classified Staff

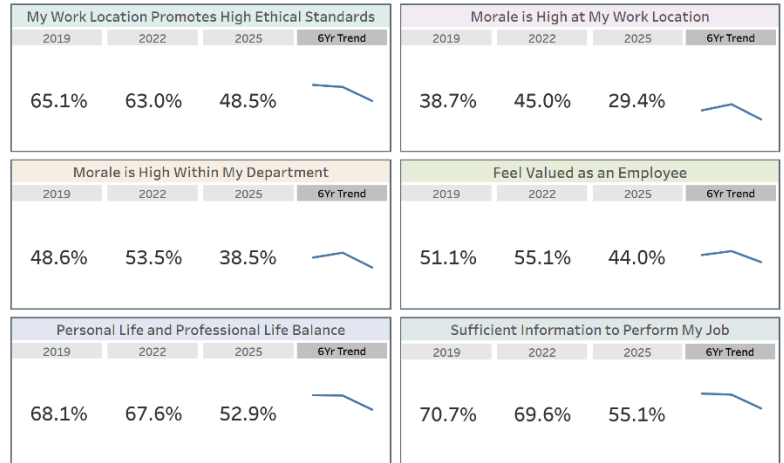
Classified staff responses indicate broad declines across measures related to morale, perceived value, ethical climate, and workplace support. While 2022 reflected relative stability or improvement in several areas, 2025 results show consistent downward movement across all indicators. The pattern suggests cumulative strain affecting both organizational trust and day-to-day work experience.

Key Themes:

Kern Community College District
KCCD 2025 Triennial Climate Survey

- Decline in Perceived Ethical Climate

- Agreement that one’s work location promotes high ethical standards declined to 48.5%, down from 63.0% in 2022.
- This represents a significant drop in confidence at the local level.



- Substantial Decrease in Morale

- Only 29.4% agree morale is high at their work location.
- 38.5% report high morale within their department, down from 53.5% in 2022.
- These results suggest morale challenges at both institutional and departmental levels.

- Feeling Valued Has Declined

- Agreement with feeling valued as an employee dropped to 44.0%, down more than 10 percentage points since 2022.
- This decline signals potential concerns related to recognition, inclusion, or engagement.

- Work-Life Balance Pressures

- Favorable perceptions of personal and professional life balance declined to 52.9%, continuing a downward six-year trend.

- Reduced Perception of Job Support

- Agreement that sufficient information is provided to perform one’s job declined to 55.1%, down from nearly 70% in prior years.
- This may reflect both communication gaps and workload complexity.

Overall Signal:

Classified staff responses point to declining morale, reduced sense of value, and weakening perceptions of workplace support. The downward trends across multiple related indicators suggest systemic pressures rather than isolated concerns, underscoring the need for renewed focus on recognition, communication clarity, and workload sustainability.

Employee Perspective: Faculty

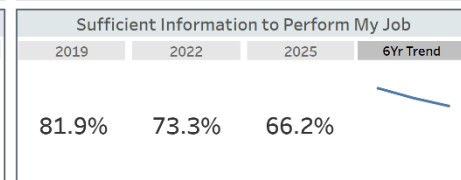
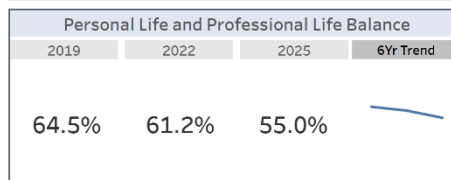
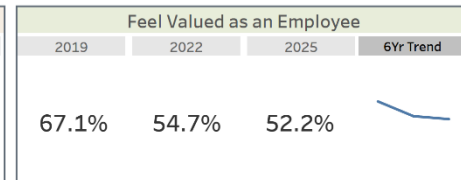
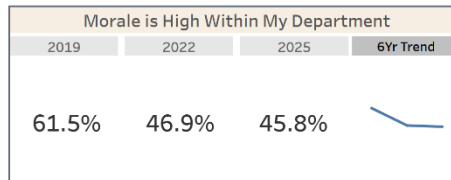
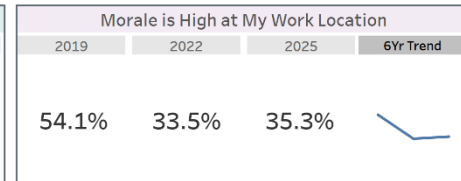
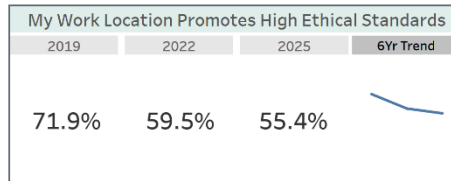
Faculty responses reflect sustained declines across measures of morale, perceived value, and workplace support since 2019, with stabilization in a few areas between 2022 and 2025. While faculty perceptions

remain somewhat stronger than classified staff in several categories, the long-term trend indicates erosion in confidence, particularly in ethical climate and morale.

Key Themes:

- Declining Confidence in Ethical Climate

- Agreement that one’s work location promotes high ethical standards declined from 71.9% (2019) to 55.4% (2025).
- Although the decline has slowed since 2022, perceptions remain well below pre-pandemic levels.



- Morale Remains Constrained

- 35.3% agree morale is high at their work location.
- 45.8% report high morale within their department.
- While department-level morale remains stronger than location-wide morale, both indicators show significant long-term decline.

- Feeling Valued Has Eroded

- Agreement with feeling valued as an employee declined from 67.1% (2019) to 52.2% (2025).
- The steady downward trend suggests ongoing concerns regarding recognition, voice, or institutional support.

- Moderate but Declining Work-Life Balance

- 55.0% report a positive balance between personal and professional responsibilities.
- While still above several other indicators, this represents continued decline over six years.

- Reduced Perception of Job Support

Kern Community College District
KCCD 2025 Triennial Climate Survey

- Agreement that sufficient information is provided to perform one’s job declined to 66.2%, down more than 15 percentage points since 2019.
- Despite remaining comparatively high, the downward trend signals potential stressors related to communication clarity or role complexity.

Overall Signal:

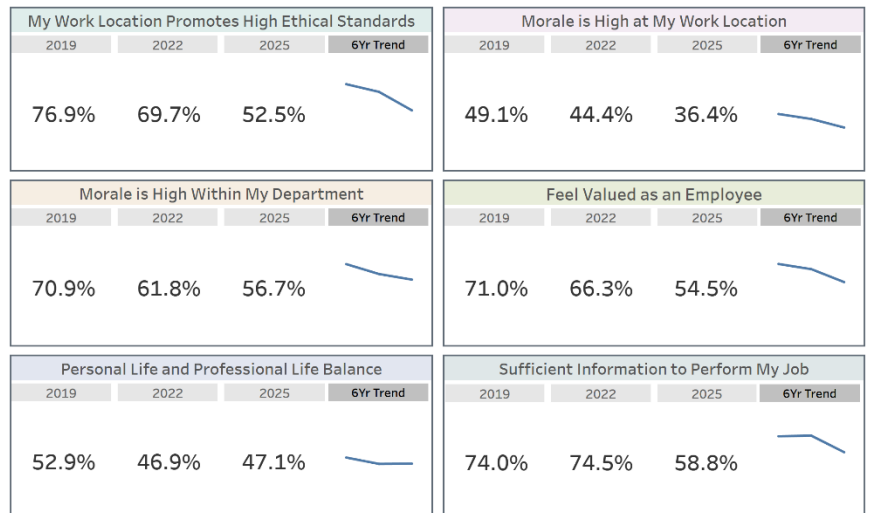
Faculty responses indicate that while foundational support structures remain relatively intact, long-term declines in morale, perceived value, and ethical climate point to cumulative strain. The data suggest the need to reinforce recognition, clarify expectations, and visibly demonstrate institutional responsiveness to faculty concerns.

Employee Perspective: Management

Management responses reflect strong historical confidence in ethical climate and departmental morale, but 2025 results indicate notable erosion across nearly every indicator. While management perceptions remain comparatively higher than other employee groups in several categories, the downward trend since 2019 is pronounced and consistent.

Key Themes:

- Significant Decline in Perceived Ethical Standards
 - Agreement that one’s work location promotes high ethical standards declined from 76.9% (2019) to 52.5% (2025).
 - This represents a substantial shift in confidence at the local leadership level.
- Erosion of Morale
 - 36.4% agree morale is high at their work location.
 - 56.7% report high morale within their department.
 - While department-level morale remains stronger than location-wide morale, both measures show steady six-year decline.
- Reduced Sense of Feeling Valued



Kern Community College District
KCCD 2025 Triennial Climate Survey

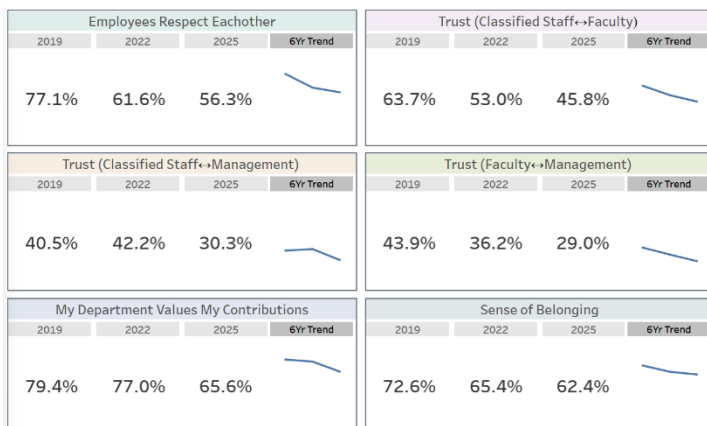
- Agreement with feeling valued as an employee declined from 71.0% (2019) to 54.5% (2025).
- The trend suggests growing concern regarding recognition, support, or institutional affirmation.
- Work-Life Balance Remains Constrained
 - 47.1% report a positive personal and professional life balance.
 - This indicator has remained relatively stable since 2022 but remains well below 2019 levels.
- Declining Perception of Job Support
 - Agreement that sufficient information is provided to perform one’s job declined from 74.5% (2022) to 58.8% (2025).
 - Although still comparatively high, the drop signals increased complexity or communication challenges in managerial roles.

Overall Signal:

Management respondents continue to report comparatively stronger departmental morale and job clarity than other employee groups; however, the consistent downward trajectory across ethical climate, morale, feeling valued, and job support suggests cumulative institutional strain. These findings indicate the importance of reinforcing leadership alignment, clarifying expectations, and ensuring managers are equipped and supported as system initiatives expand.

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%.

Kern Community College District
KCCD 2025 Triennial Climate Survey

- 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 relatively stronger department-level belonging and weaker cross-group trust suggests that trust challenges are more structural than interpersonal. 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.

Districtwide Trends (2019-2025) Workplace Relationships, Trust, and Belonging, — Employee Group Perspectives

Employee Perspective: Classified Staff

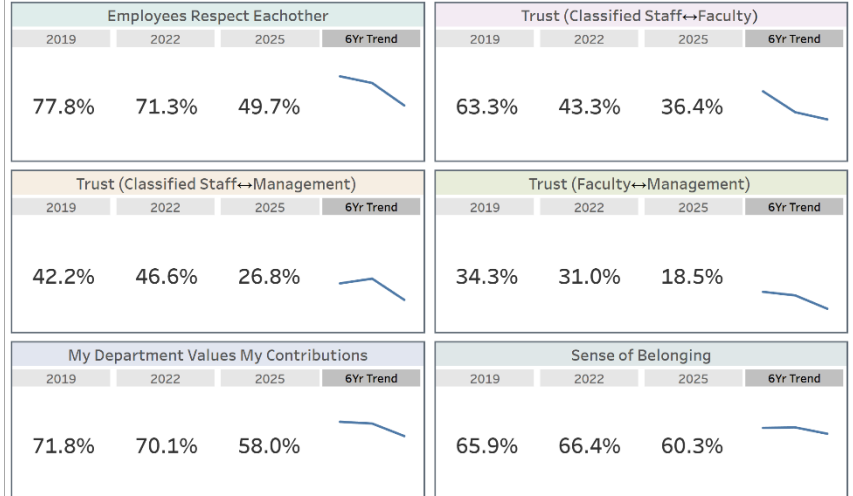
Classified staff responses indicate substantial declines in perceptions of mutual respect and cross-group trust since 2019, with 2025 results reflecting some of the lowest levels observed across the six-year period. While sense of belonging remains comparatively stronger than trust measures, overall patterns suggest erosion in relational climate and intergroup confidence.

Key Themes:

- Sharp Decline in Perceived Respect
 - Agreement that employees respect each other declined from 77.8% (2019) to 49.7% (2025).
 - This represents one of the most significant relational shifts across the survey.
- Erosion of Cross-Group Trust
 - Trust between classified staff and faculty declined to 36.4%, down from 63.3% in 2019.

Kern Community College District
KCCD 2025 Triennial Climate Survey

- Trust between classified staff and management declined to 26.8%, a 20-point drop from 2022.
- Trust between faculty and management is perceived even lower at 18.5%, reinforcing broader concerns about leadership alignment.
- Departmental Value Remains Stronger but Declining
 - 58.0% agree their department values their contributions.
 - While still a majority, this reflects a steady downward trend from prior years.
- Belonging Remains Relatively Stable
 - 60.3% report a sense of belonging.
 - Although slightly lower than previous cycles, belonging remains one of the more resilient indicators within this section.



Overall Signal:

Classified staff responses suggest that while employees may still feel connected within their immediate departments, broader intergroup trust and perceptions of mutual respect have weakened considerably. The gap between departmental belonging and cross-role trust indicates relational strain at the institutional level, particularly between employee groups and management.

Employee Perspective: Faculty

Faculty responses reflect measurable strain in cross-role trust and perceptions of mutual respect over the six-year period, though several relational indicators remain comparatively stronger than those reported by other employee groups. While 2025 results show modest stabilization in some areas since 2022, trust in management relationships continues to trend downward.

Key Themes:

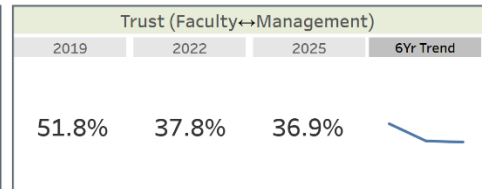
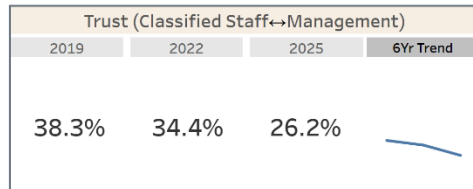
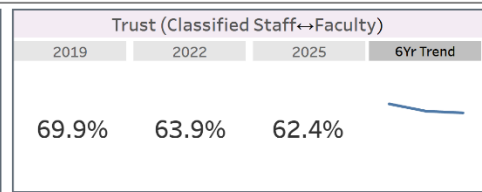
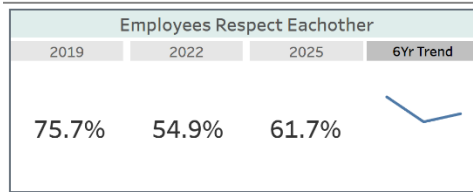
- Partial Recovery in Perceived Respect
 - Agreement that employees respect each other increased to 61.7% in 2025, up from 54.9% in 2022.
 - However, this remains below the 2019 level of 75.7%, indicating incomplete recovery.

Kern Community College District
KCCD 2025 Triennial Climate Survey

- Stable but Moderating Trust Between Classified Staff & Faculty

- Trust between classified staff and faculty remains relatively strong at 62.4%.

- Although slightly lower than prior years, this remains one of the more stable cross-group trust indicators.



- Declining Trust in Management Relationships

- Trust between classified staff and management declined to 26.2%.

- Trust between faculty and management declined to 36.9%, down significantly from 2019.

- These results suggest persistent concerns regarding leadership alignment and institutional decision-making.

- Strong Departmental Value

- 71.8% agree their department values their contributions.

- While declining from prior years, this remains one of the strongest relational indicators.

- Moderate Sense of Belonging

- 63.2% report a sense of belonging.

- This measure has stabilized since 2022 but remains well below 2019 levels.

Overall Signal:

Faculty responses suggest that peer relationships and departmental value remain relatively strong; however, trust in management continues to erode. The contrast between stable peer trust and declining leadership trust points to structural rather than interpersonal challenges, particularly in areas related to transparency, communication, and governance alignment.

Employee Perspective: Management

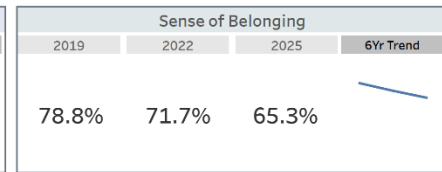
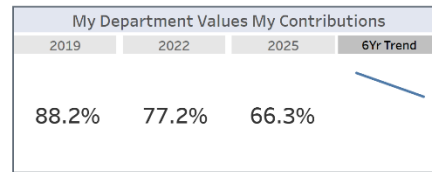
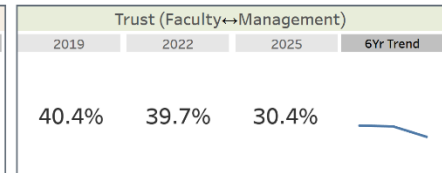
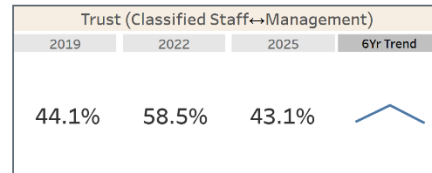
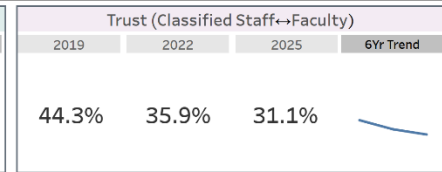
Management responses reflect steady declines across nearly all relational trust indicators since 2019, with 2025 results signaling strain in both cross-role trust and perceptions of mutual respect. While

departmental value and belonging remain comparatively strong, the downward trajectory across intergroup trust measures suggests increasing fragmentation at the institutional level.

Key Themes:

- Decline in Perceived Respect

- Agreement that employees respect each other declined from 80.0% (2019) to 56.8% (2025).
- Although still above 50%, the sustained downward trend indicates weakening perceptions of collegial climate.



- Erosion of Cross-Group Trust

- Trust between classified staff and faculty declined to 31.1%.
- Trust between classified staff and management stands at 43.1%, down sharply from its 2022 peak.
- Trust between faculty and management declined to 30.4%, continuing a multi-cycle downward trend.
- These results suggest increasing distance between role groups, particularly between faculty and management.

- Strong but Declining Departmental Value

- 66.3% agree their department values their contributions.
- While still comparatively strong, this measure has steadily declined from 88.2% in 2019.

- Moderate Sense of Belonging

- 65.3% report a sense of belonging.
- Although this remains one of the stronger relational indicators, it has declined consistently over time.

Overall Signal:

Management respondents continue to report relatively strong departmental value and belonging; however, declining trust across employee groups and reduced perceptions of mutual respect point to

systemwide relational strain. The downward movement across multiple trust dimensions suggests the need for intentional cross-role engagement, visible conflict resolution pathways, and strengthened alignment between leadership and employee groups.

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:

Without improvement in how decisions are communicated and how employee input is incorporated, implementation of future-oriented initiatives—particularly those involving AI, process redesign, and cross-college coordination—may face resistance or reduced trust.

Districtwide Trends (2019-2025) Decision Making, Governance, and Communication — Employee Group Perspectives

Employee Perspective: Classified Staff

Classified staff responses reflect substantial declines across nearly every indicator related to governance participation, communication effectiveness, and confidence in decision-making processes. While 2022 showed modest improvement in several areas, 2025 results indicate erosion in both perceived voice and institutional responsiveness. The overall pattern suggests that governance structures are not being experienced as inclusive, transparent, or effective.

Key Themes:

- Limited Satisfaction with Participation

- Only 24.4% are satisfied with opportunities to participate in key institutional decisions.
- Just 20.1% believe employees are sufficiently involved in decision-making.

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%		

- These indicators have returned to or fallen below 2019 levels.

- Sharp Decline in Feeling Consulted

- Agreement with feeling consulted and listened to dropped to 23.2%, down more than 25 percentage points from 2022.
- This represents one of the most significant declines in this section.

- Governance Communication Gaps

- 37.8% report that governance representatives keep them informed.
- 31.9% say representatives ask for their input.
- These results suggest partial communication but limited reciprocal engagement.

- Low Confidence in Administrative Responsiveness

Kern Community College District
KCCD 2025 Triennial Climate Survey

- Only 24.1% believe management/administration considers faculty and staff concerns.
- This aligns with broader trust and effectiveness concerns reported elsewhere.
- Declining Understanding and Effectiveness
 - 37.9% report understanding the decision-making process at their work location.
 - Only 26.5% believe the decision-making process is effective.
 - The gap between understanding and perceived effectiveness remains significant.
- Communication Flow Challenges
 - 32.2% believe relevant information is effectively communicated.
 - 25.7% report information flows well upward.
 - 21.3% report information flows well downward.
 - These low ratings in both directions suggest systemic communication breakdowns.

Overall Signal:

Classified staff responses indicate that governance processes are perceived as insufficiently participatory, inconsistently communicated, and limited in responsiveness. The convergence of low participation satisfaction, declining consultation, and weak communication flow suggests the need to strengthen shared governance mechanisms, clarify feedback loops, and visibly demonstrate how employee input influences institutional decisions.

Employee Perspective: Faculty

Faculty responses reflect moderate stabilization in formal governance structures, alongside continued decline in perceptions of consultation, communication effectiveness, and decision-making impact. While faculty report relatively strong engagement with governance representatives, confidence in administrative responsiveness and process effectiveness remains constrained.

Key Themes:

- Moderate Satisfaction with Participation

Kern Community College District
KCCD 2025 Triennial Climate Survey

- 43.9% report satisfaction with opportunities to participate in key institutional decisions.
- 30.3% believe employees are sufficiently involved in decision-making.
- These figures show slight improvement from 2022 but remain below 2019 levels.

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%		

- Declining Sense of Being Consulted
 - Agreement with feeling consulted and listened to declined to 31.2%, continuing a downward six-year trend.
 - This suggests that formal participation structures may not consistently translate into perceived influence.
- Strong Governance Communication Structures
 - 67.0% report that governance representatives keep them informed.
 - 58.5% report that representatives ask for their input.
 - These remain among the strongest indicators in this section.
- Low Confidence in Administrative Responsiveness
 - Only 29.0% believe management/administration considers faculty and staff concerns.
 - This aligns with broader trust concerns reflected in other survey areas.
- Declining Understanding and Effectiveness
 - 41.0% report understanding the decision-making process at their work location.
 - 30.3% believe the decision-making process is effective.
 - Confidence in effectiveness has steadily declined since 2019.
- Communication Flow Challenges
 - 36.4% believe relevant information is effectively communicated.

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- 26.5% report information flows well upward.
- 28.4% report information flows well downward.
- Communication flow remains an area of persistent concern.

Overall Signal:

Faculty responses indicate that while governance structures and representative systems are functioning at a procedural level, perceived influence and administrative responsiveness remain limited. The gap between being informed and feeling meaningfully heard suggests the need to strengthen transparency around how input shapes decisions and to improve bidirectional communication across institutional levels.

Employee Perspective: Management

Management responses indicate declining confidence across governance participation, communication effectiveness, and decision-making clarity since 2019. While managers continue to report higher levels of understanding and perceived effectiveness than other employee groups, 2025 results reflect consistent downward movement across nearly all indicators. The pattern suggests increasing complexity in institutional processes and strain in communication flow as system initiatives expand.

Key Themes:

- Declining Satisfaction with Participation

- 44.7% report satisfaction with opportunities to participate in key institutional decisions, down nearly 20 points since 2019.
- 29.8% believe employees are sufficiently involved in decision-making, continuing a steady downward trend.

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%		

- Reduced Sense of Consultation

- 45.6% feel consulted and listened to regarding decisions, down from 58.6% in 2019.
- While higher than other employee groups, the decline indicates weakening confidence in shared influence.

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- Moderate but Declining Governance Communication
 - 44.9% report governance representatives keep them informed.
 - 33.5% say representatives ask for their input.
 - Both indicators reflect steady erosion since 2019.
- Decreased Confidence in Administrative Responsiveness
 - 53.0% believe management/administration considers faculty and staff concerns, down from nearly 70% in prior cycles.
 - Although still comparatively strong, the decline is notable.
- Understanding Remains Stronger Than Effectiveness
 - 51.2% report understanding the decision-making process at their work location.
 - 40.8% believe the decision-making process is effective.
 - While these remain higher than other groups, both measures show consistent decline.
- Communication Flow Challenges
 - 37.5% believe relevant information is effectively communicated.
 - 35.8% report information flows well upward.
 - 29.5% report information flows well downward.
 - Declines in both directions suggest strain in bidirectional communication.

Overall Signal:

Management respondents continue to report greater procedural understanding of governance structures than other employee groups; however, steady declines in perceived participation, consultation, and communication effectiveness indicate growing strain within institutional decision-making systems. The convergence of declining clarity and reduced confidence suggests the need to simplify processes, reinforce feedback loops, and strengthen visible alignment between governance input and final decisions.

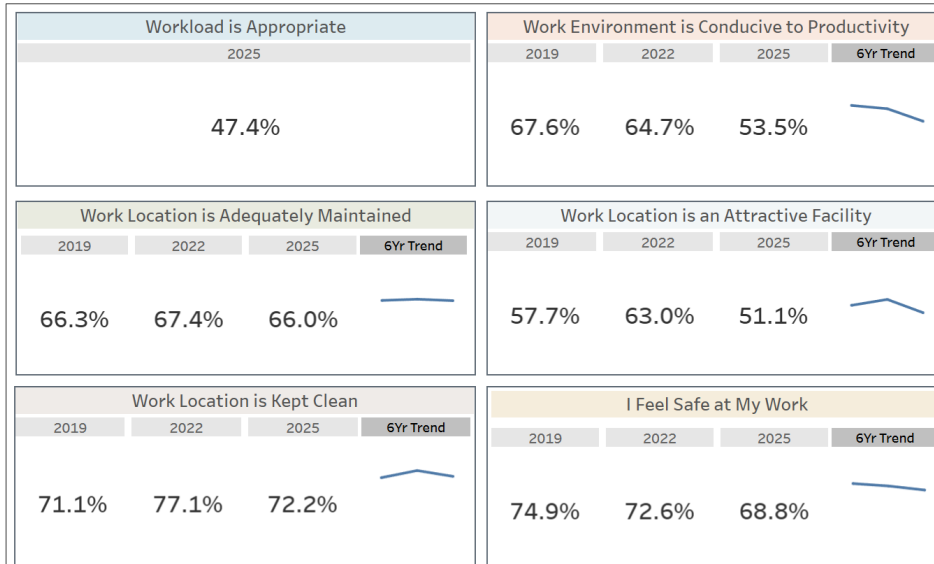
Workload, Productivity, and Physical Environment

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).

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- 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.

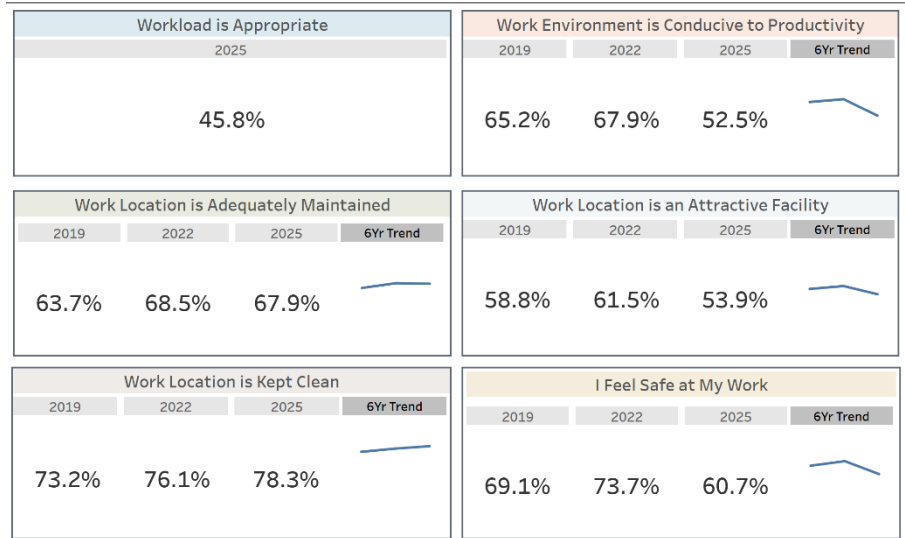
Districtwide Trends (2019-2025) Workload, Productivity, and Physical Environment— Employee Group Perspectives

Employee Perspective: Classified Staff

Classified staff responses reflect growing strain related to workload and productivity conditions, alongside relatively stable perceptions of physical maintenance and cleanliness. While facilities-related indicators remain comparatively strong, declines in workload appropriateness, productivity climate, and safety perceptions suggest mounting operational pressure affecting daily work experience.

Key Themes:

- Workload Concerns
 - Only 45.8% report that workload is appropriate (2025).
 - This indicates that more than half of classified staff perceive workload strain.



- Decline in Productivity Climate
 - Agreement that the work environment is conducive to productivity declined from 67.9% (2022) to 52.5% (2025).
 - This represents a significant drop in perceived operational effectiveness.
- Stable Facility Maintenance
 - 67.9% agree their work location is adequately maintained.
 - Ratings remain relatively steady across survey cycles.
- Strong Cleanliness Ratings
 - 78.3% report that work locations are kept clean.
 - This is one of the strongest indicators in this section and has improved since 2019.
- Decline in Perceived Safety
 - Agreement with feeling safe at work declined to 60.7%, down from 73.7% in 2022.
 - This downward shift warrants closer examination.

Overall Signal:

Classified staff responses suggest that while physical upkeep and cleanliness remain strengths, workload intensity and declining productivity conditions are contributing to operational strain. The combination of workload pressure and reduced perceptions of safety and productivity may affect morale, retention, and service capacity if not addressed through staffing alignment, process efficiency, and workplace climate supports.

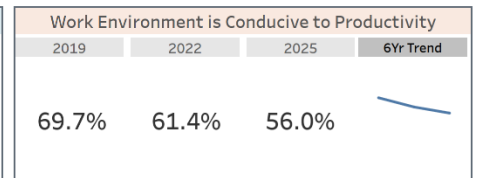
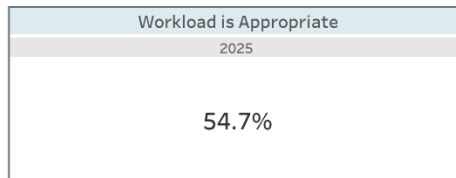
Employee Perspective: Faculty

Faculty responses indicate moderate concern related to workload and productivity conditions, alongside relatively stable perceptions of physical maintenance and safety. While facilities and safety indicators remain comparatively strong, downward trends in productivity climate and facility attractiveness suggest emerging operational pressures affecting the overall work environment.

Key Themes:

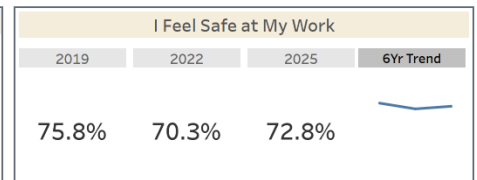
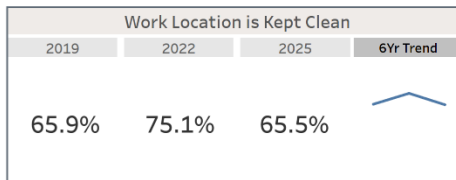
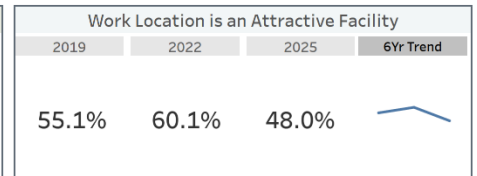
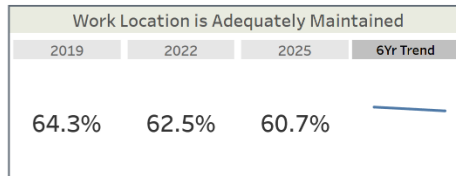
- Moderate Workload Alignment

- 54.7% report that workload is appropriate (2025).
- While higher than classified staff, this suggests nearly half of faculty perceive workload strain.



- Decline in Productivity Climate

- Agreement that the work environment is conducive to productivity declined from 69.7% (2019) to 56.0% (2025).



- This steady downward trend signals increasing challenges in operational conditions.

- Stable but Slightly Declining Maintenance

- 60.7% agree their work location is adequately maintained.
- Ratings have gradually declined since 2019 but remain relatively stable compared to other indicators.

- Drop in Perceived Facility Attractiveness

- Agreement that the work location is an attractive facility declined to 48.0%, down from 60.1% in 2022.
- This represents one of the sharper recent declines in this section.

- Cleanliness Moderated from 2022 Peak

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- 65.5% report that work locations are kept clean.
- While still a majority, this is down from the 2022 high.
- Safety Remains Strong
 - 72.8% report feeling safe at work.
 - Safety perceptions remain one of the strongest indicators in this section and have stabilized since 2022.

Overall Signal:

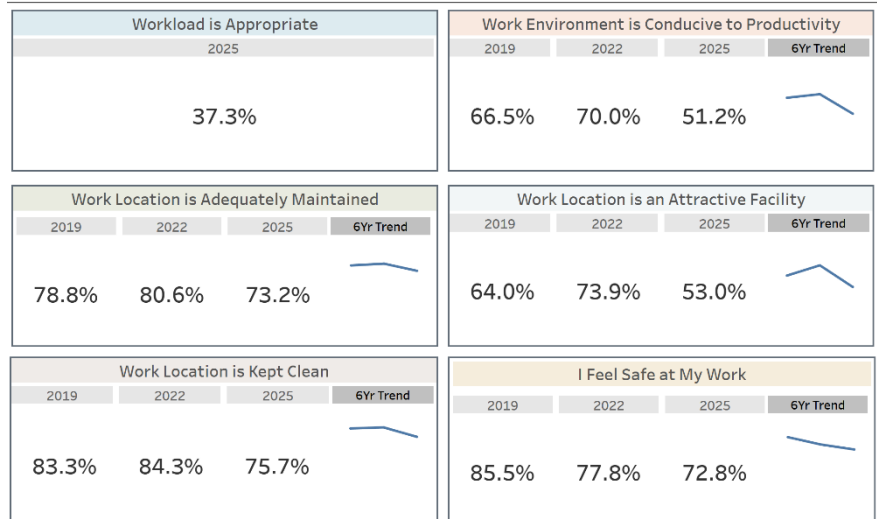
Faculty responses suggest that while safety and core maintenance conditions remain stable, productivity climate and perceptions of facility quality are trending downward. Combined with moderate workload strain, these results point to the importance of addressing operational barriers and ensuring that physical and environmental conditions support instructional effectiveness and faculty sustainability.

Employee Perspective: Management

Management responses reflect significant workload strain alongside declining perceptions of productivity climate and facility attractiveness. While maintenance, cleanliness, and safety remain comparatively strong, the 2025 results indicate that operational pressures are increasingly affecting managerial capacity and overall workplace conditions.

Key Themes:

- High Workload Strain
 - Only 37.3% report that workload is appropriate (2025).
 - This is the lowest workload rating among employee groups and signals substantial capacity pressure.



- Sharp Decline in Productivity Climate
 - Agreement that the work environment is conducive to productivity declined from 70.0% (2022) to 51.2% (2025).
 - This represents one of the more pronounced recent declines in this section.
- Strong but Softening Maintenance Ratings

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- 73.2% agree their work location is adequately maintained.
- Although still strong, this reflects a decline from 2022 levels.
- Significant Drop in Facility Attractiveness
 - Agreement that the work location is an attractive facility declined to 53.0%, down more than 20 points from 2022.
 - This suggests growing concern regarding physical environment quality or campus conditions.
- Cleanliness Remains Strong but Trending Down
 - 75.7% report that work locations are kept clean.
 - While still high, this is a notable decline from prior years.
- Safety Remains Relatively Strong
 - 72.8% report feeling safe at work.
 - Although declining since 2019, safety perceptions remain one of the stronger indicators in this section.

Overall Signal:

Management responses indicate acute workload strain combined with declining perceptions of productivity climate and facility quality. While physical maintenance and safety remain strengths, the convergence of high workload pressure and reduced environmental support may impact leadership effectiveness, responsiveness, and overall operational sustainability if not addressed through staffing alignment, infrastructure investment, and process simplification.

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).

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- 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.

Districtwide Trends (2019-2025) Resources, Training, and Institutional Support— Employee Group Perspectives

Employee Perspective: Classified Staff

Classified staff responses indicate relative stability in core resource and technology support, alongside gradual declines in training and professional development. While access to basic tools remains strong, perceptions of growth-oriented support appear to be weakening. The overall pattern suggests that operational resources are largely intact, but investment in skill development and advancement may not be keeping pace with evolving demands.

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Key Themes:

- Stable Access to Core Resources
 - 66.4% report being provided the resources and support needed to perform their job.
 - This measure has remained relatively consistent across survey cycles.
- Strong Technology Support
 - 73.6% agree they are provided adequate technology.
 - Technology remains one of the strongest indicators in this section.
- Decline in Training Support
 - Agreement that adequate training is provided declined to 44.2%, down nearly 10 points since 2019.
 - Fewer than half of classified staff report receiving sufficient training.
- Moderate but Softening Professional Growth Support
 - 50.9% report receiving encouragement and support for professional growth and development.
 - This reflects a gradual decline over time.

Provided the Resources and Support Needed			
2019	2022	2025	6Yr Trend
66.8%	67.9%	66.4%	

Provided Adequate Technology			
2019	2022	2025	6Yr Trend
74.3%	74.7%	73.6%	

Provided Adequate Training			
2019	2022	2025	6Yr Trend
53.7%	50.1%	44.2%	

Provided Encouragement and Support for Professional Growth and Development			
2019	2022	2025	6Yr Trend
56.2%	56.1%	50.9%	

Overall Signal:

Classified staff generally report access to the core tools and technology needed for daily operations; however, declining perceptions of training and professional growth support suggest potential gaps in workforce development. As job complexity increases and systems evolve, strengthening structured training pathways and visible advancement opportunities may be critical to sustaining performance, engagement, and retention.

Employee Perspective: Faculty

Faculty responses indicate relative stability in access to core resources and technology, alongside gradual declines in training and professional growth support. While foundational infrastructure remains largely intact, the downward movement across development-related indicators suggests emerging gaps in sustained institutional investment in faculty advancement.

Key Themes:

- Stable Access to Core Resources
 - 63.8% report being provided the resources and support needed to perform their job.
 - This measure has remained relatively consistent across survey cycles.

Provided the Resources and Support Needed			
2019	2022	2025	6Yr Trend
65.0%	62.3%	63.8%	

Provided Adequate Technology			
2019	2022	2025	6Yr Trend
72.7%	67.1%	67.8%	

Provided Adequate Training			
2019	2022	2025	6Yr Trend
66.5%	67.0%	57.1%	

Provided Encouragement and Support for Professional Growth and Development			
2019	2022	2025	6Yr Trend
65.8%	62.3%	58.5%	

- Consistent Technology Support
 - 67.8% agree they are provided adequate technology.
 - While slightly below 2019 levels, technology access remains comparatively strong.
- Decline in Training Support
 - Agreement that adequate training is provided declined to 57.1%, down nearly 10 points since 2022.
 - This suggests faculty may be experiencing gaps in structured skill-building or onboarding for evolving instructional demands.
- Gradual Decrease in Professional Growth Encouragement
 - 58.5% report receiving encouragement and support for professional growth and development.
 - Although still a majority, this reflects a steady downward trend from 2019.

Overall Signal:

Faculty generally report stable access to operational resources and technology; however, declining perceptions of training and professional growth support indicate potential vulnerabilities in long-term faculty development. As instructional models, technology platforms, and student needs evolve, reinforcing structured professional learning pathways may be essential to sustaining effectiveness and engagement.

Employee Perspective: Management

Management responses reflect generally strong access to technology and professional growth support, alongside a notable recent decline in perceptions of overall resource sufficiency. While most indicators remain above 50%, the downward shift in 2025 suggests emerging strain in institutional support structures.

Key Themes:

- **Decline in Overall Resource Sufficiency**
 - 54.8% report being provided the resources and support needed to perform their job, down more than 10 points from 2022.
 - This represents one of the more notable recent shifts in this section.

Provided the Resources and Support Needed			
2019	2022	2025	6Yr Trend
64.9%	66.4%	54.8%	

Provided Adequate Technology			
2019	2022	2025	6Yr Trend
80.7%	80.6%	75.3%	

Provided Adequate Training			
2019	2022	2025	6Yr Trend
54.2%	58.5%	52.7%	

Provided Encouragement and Support for Professional Growth and Development			
2019	2022	2025	6Yr Trend
65.3%	64.8%	63.3%	

- **Strong Technology Support**
 - 75.3% agree they are provided adequate technology.
 - Although slightly declining, technology remains one of the strongest institutional supports reported by management.
- **Moderate Training Support**
 - 52.7% report being provided adequate training.
 - After peaking in 2022, this measure has declined but remains relatively stable compared to 2019.
- **Consistent Professional Growth Encouragement**
 - 63.3% report receiving encouragement and support for professional growth and development.
 - This indicator has remained relatively steady over time and is one of the stronger measures in this section.

Overall Signal:

Management respondents continue to report strong technology access and professional growth encouragement; however, the decline in overall resource sufficiency suggests increasing operational complexity or capacity pressure. As expectations for leadership oversight and system coordination expand, ensuring alignment between responsibilities and available resources will be critical to sustaining effectiveness and institutional stability.

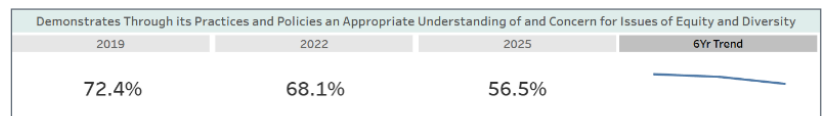
Equity, Inclusion, and Policy Support (District-Level)

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.

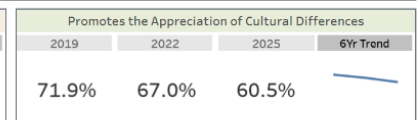
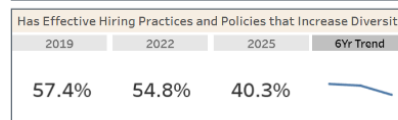
Districtwide Results and Trends (2019–2025)

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.

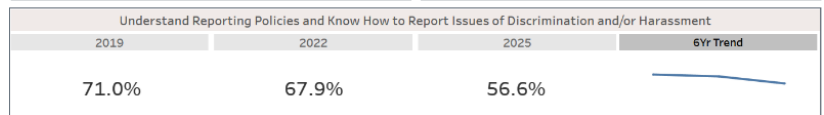
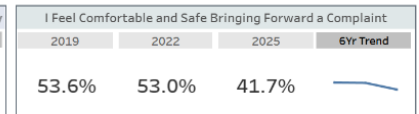
- Agreement that KCCD *demonstrates an appropriate understanding of and concern for issues of equity and diversity through its practices and policies* declined from 72.4% (2019) to 56.5% (2025).



- 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.

Of note, perceptions related to training for navigating diversity-related conversations and comfort with reporting concerns remain among the lowest across the survey. These results indicate that employees may lack both the skills and the psychological safety needed to engage fully with equity-related issues, even when policies exist.

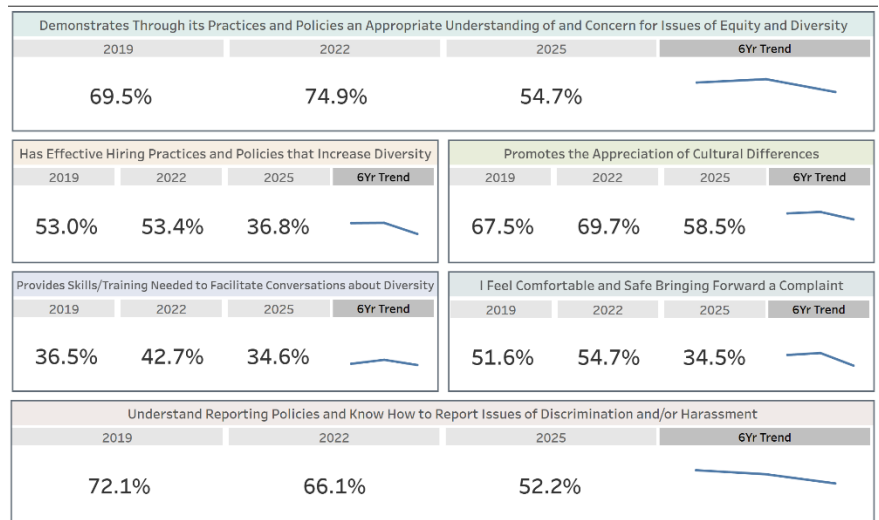
Districtwide Trends (2019-2025) Equity, Inclusion, and Policy Support— Employee Group Perspectives

Employee Perspective: Classified Staff

Classified staff responses indicate notable declines across nearly all equity- and policy-related indicators since 2022. While a majority continue to report positive perceptions in certain areas, 2025 results reflect reduced confidence in institutional practices, hiring policies, reporting clarity, and psychological safety. The overall pattern suggests weakening trust in how equity commitments are operationalized.

Key Themes:

- Decline in Confidence in Institutional Equity Practices
 - Agreement that the institution demonstrates appropriate understanding of and concern for issues of equity and diversity declined to 54.7%, down 20 points from 2022.
 - This represents a significant shift in perceived institutional commitment.



- Reduced Confidence in Diversity Hiring Practices
 - 36.8% believe hiring practices and policies effectively increase diversity.
 - This reflects a sharp decline from prior cycles and indicates growing skepticism.
- Moderate Support for Cultural Appreciation
 - 58.5% agree the institution promotes appreciation of cultural differences.
 - While still a majority, this measure has declined from its 2022 peak.
- Limited Training for Equity Conversations

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- Only 34.6% report being provided skills or training to facilitate conversations about diversity.
- This suggests gaps in structured equity development efforts.
- Decline in Psychological Safety for Reporting Concerns
 - Agreement with feeling comfortable and safe bringing forward a complaint declined to 34.5%, a substantial drop from 2022.
 - This is one of the most concerning indicators in this section.
- Decreased Understanding of Reporting Policies
 - 52.2% report understanding reporting policies and how to report discrimination and/or harassment.
 - While still a majority, this reflects a notable downward trend over six years.

Overall Signal:

Classified staff responses indicate erosion in confidence related to institutional equity practices, hiring policies, and reporting safety. The combination of declining trust in diversity efforts and reduced comfort in bringing forward complaints suggests the need to strengthen policy transparency, reinforce training, and visibly demonstrate institutional follow-through on equity commitments.

Employee Perspective: Faculty

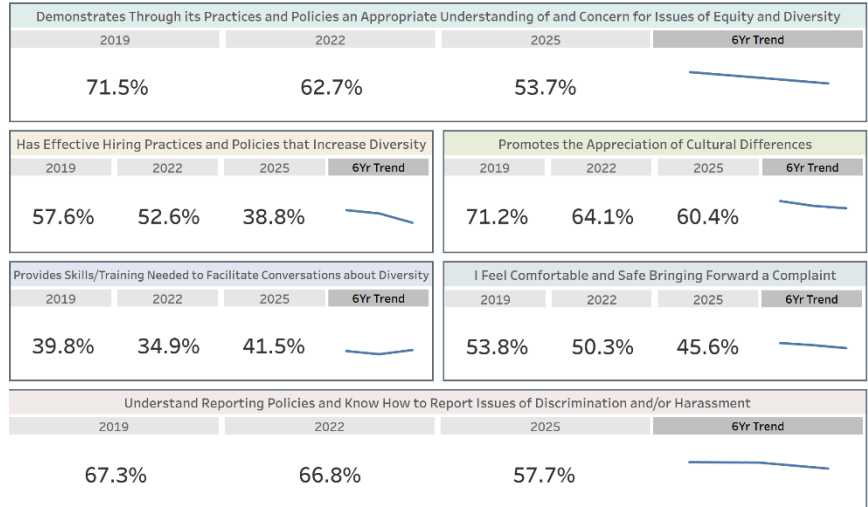
Faculty responses indicate continued concern regarding institutional equity practices, hiring policies, and psychological safety, though results are generally stronger than those reported by classified staff. While several indicators remain above 50%, most show a downward trajectory since 2019, suggesting erosion in confidence related to policy implementation and institutional follow-through.

Key Themes:

- Decline in Perceived Institutional Commitment to Equity
 - Agreement that the institution demonstrates appropriate understanding of and concern for equity and diversity declined to 53.7%, down nearly 18 points since 2019.
 - This steady decline signals reduced confidence in institutional alignment between stated values and practice.
- Reduced Confidence in Diversity Hiring Practices
 - 38.8% believe hiring practices and policies effectively increase diversity.
 - This represents a significant drop from prior cycles and reflects growing skepticism.

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- Majority Support for Cultural Appreciation
 - 60.4% agree the institution promotes appreciation of cultural differences.
 - Although still a majority, this measure has declined from 2019 levels.



- Improvement in Diversity Conversation Training
 - 41.5% report being provided skills or training to facilitate conversations about diversity.
 - This reflects improvement since 2022 but remains below 50%, indicating room for expansion.
- Moderate but Declining Psychological Safety
 - 45.6% feel comfortable and safe bringing forward a complaint.
 - While higher than classified staff responses, this measure continues to trend downward.
- Reporting Policy Awareness Remains Above Majority
 - 57.7% report understanding reporting policies and how to report discrimination and/or harassment.
 - Although still above 50%, this indicator has declined since 2019.

Overall Signal:

Faculty responses suggest that while cultural appreciation remains a relative strength, confidence in hiring equity, institutional commitment, and complaint safety has weakened over time. The pattern indicates the need to reinforce transparency in equity practices, expand structured dialogue training, and strengthen visible accountability mechanisms to rebuild trust in policy implementation.

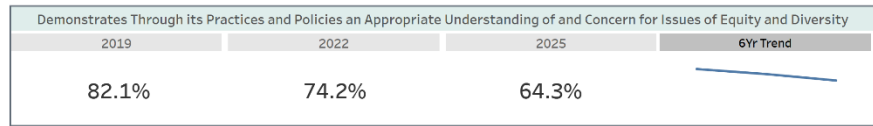
Employee Perspective: Management

Management responses remain comparatively stronger than other employee groups across most equity-related indicators; however, 2025 results reflect consistent downward movement since 2019. While majorities still express positive perceptions in several areas, declining trends in hiring equity, psychological safety, and reporting clarity indicate emerging trust and policy confidence challenges.

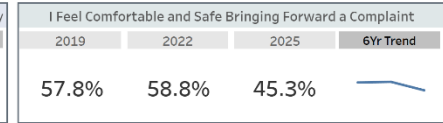
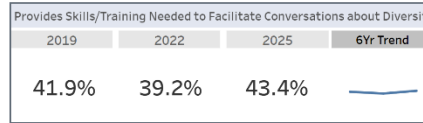
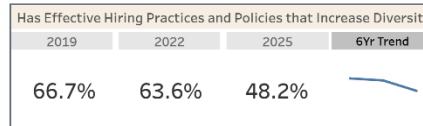
Key Themes:

- Declining Confidence in Institutional Equity Commitment

- Agreement that the institution demonstrates appropriate understanding of and concern for equity and diversity declined from 82.1% (2019) to 64.3% (2025).



- Although still above 60%, the downward trajectory is notable.



- Reduced Confidence in Diversity Hiring Practices

- 48.2% believe hiring practices and policies effectively increase diversity.
- This represents a significant decline from prior cycles and signals growing skepticism regarding implementation effectiveness.

- Strong but Softening Cultural Appreciation

- 64.2% agree the institution promotes appreciation of cultural differences.
- While still a majority, this indicator has steadily declined since 2019.

- Moderate Support for Equity Dialogue Training

- 43.4% report being provided skills or training to facilitate conversations about diversity.
- This reflects slight improvement since 2022 but remains below 50%.

- Declining Psychological Safety in Reporting

- 45.3% feel comfortable and safe bringing forward a complaint.
- This marks a substantial drop from 2022 and indicates concern regarding reporting climate.

- Reduced Clarity Around Reporting Policies

- 61.3% report understanding reporting policies and how to report discrimination and/or harassment.

- Although still a majority, this reflects a consistent six-year decline.

Overall Signal:

Management respondents continue to report relatively strong alignment with equity values and policy awareness; however, steady declines across hiring confidence, complaint safety, and reporting clarity suggest weakening trust in implementation systems. Strengthening transparency in equity outcomes, reinforcing reporting protections, and expanding structured dialogue training may be critical to sustaining credibility and institutional integrity.

Discrimination, Harassment, and Institutional Response

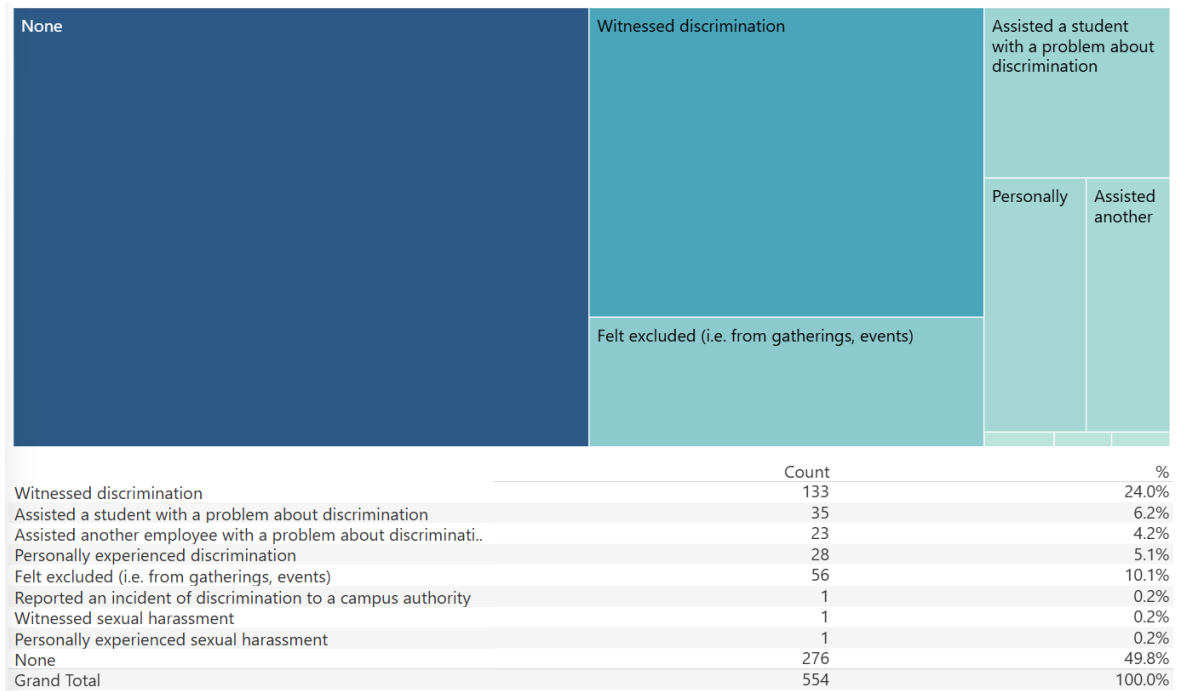
This subsection examines employee-reported experiences related to discrimination and harassment, including direct experiences, observations, and support provided to others. Results are presented at the district-wide level to inform understanding of institutional climate, reporting dynamics, and confidence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

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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.

The low proportion of formal reporting, when viewed alongside earlier findings on comfort in bringing forward complaints and understanding of reporting policies, suggests that barriers to reporting may exist. These barriers may include uncertainty about reporting processes, fear of negative consequences, or lack of confidence in outcomes.

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.

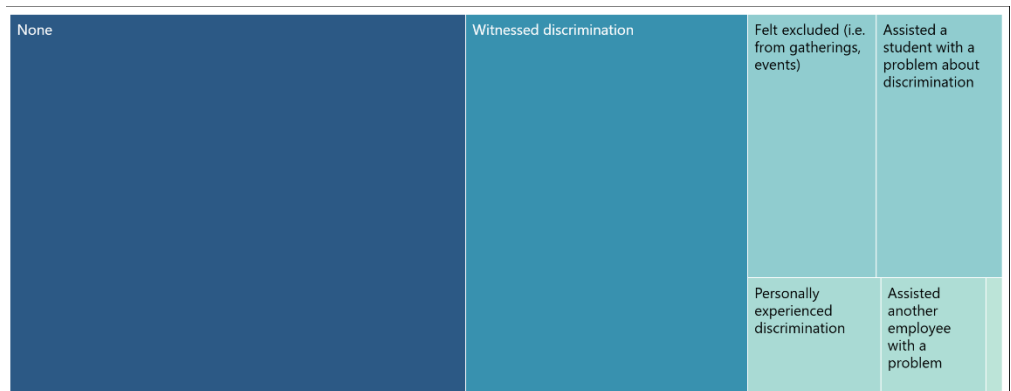
Districtwide Trends (2019-2025) Discrimination, Harassment and Institutional Response— Employee Group Perspectives

Employee Perspective: Classified Staff

Classified staff responses indicate that while nearly half report no direct or observed incidents, a substantial proportion have witnessed or engaged with discrimination-related concerns in some capacity. The data suggest that discrimination is more frequently observed than personally experienced, and that many classified staff are positioned as informal support contacts for students and colleagues.

Reported Experiences (2025):

- 45.9% (86 respondents) reported *none* of the listed experiences.
- 28.4% (53 respondents) reported *witnessing discrimination*.
- 9.0% (17 respondents) reported *feeling excluded* (e.g., from gatherings or events).
- 8.9% (17 respondents) reported *assisting a student* with a discrimination-related issue.
- 4.0% (8 respondents) reported *personally experiencing discrimination*.
- 3.2% (6 respondents) reported *assisting another employee* with a discrimination-related concern.
- 0.5% (1 respondent) reported *personally experiencing sexual harassment*.



Interpretive Themes:

- **Witnessing vs. Personal Experience**
 - Reports of witnessing discrimination (28.4%) significantly exceed reports of personally experiencing discrimination (4.0%).
 - This may reflect either indirect exposure or hesitancy in self-reporting personal incidents.

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- Classified Staff as Frontline Support
 - Nearly 9% report assisting a student with discrimination-related concerns.
 - Classified staff often serve as initial points of contact for student support, highlighting the need for clear protocols and training.
- Exclusion as a Climate Indicator
 - Reports of feeling excluded (9.0%) suggest interpersonal or cultural climate challenges that may not rise to formal complaint levels but still affect belonging.
- Low Reported Sexual Harassment Incidence
 - While only one respondent reported personally experiencing sexual harassment, even small numbers warrant serious institutional attention.

Overall Signal:

Although a plurality of classified staff report no direct or observed incidents, more than half indicate some level of exposure to discrimination-related experiences, either through witnessing, supporting others, or personal impact. These findings reinforce the importance of visible reporting pathways, ongoing training, and proactive climate interventions to ensure both prevention and responsive institutional support.

Employee Perspective: Faculty

Faculty responses indicate that a majority report no direct or observed discrimination-related experiences; however, a substantial minority report witnessing discrimination or experiencing exclusion. Compared to classified staff, faculty report slightly lower rates of witnessing discrimination but somewhat higher rates of feeling excluded.

Reported Experiences (2025):

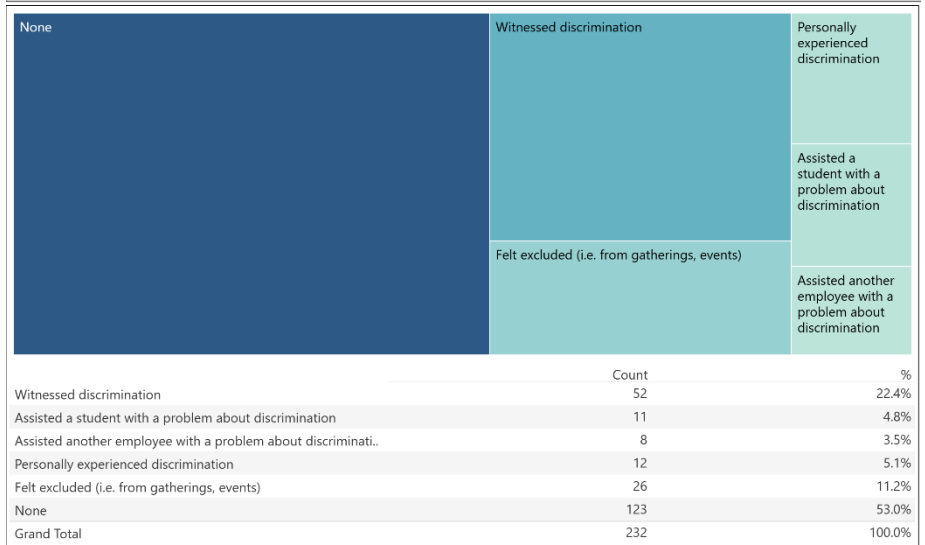
- 53.0% (123 respondents) reported *none* of the listed experiences.
- 22.4% (52 respondents) reported *witnessing discrimination*.
- 11.2% (26 respondents) reported *feeling excluded* (e.g., from gatherings or events).
- 5.1% (12 respondents) reported *personally experiencing discrimination*.
- 4.8% (11 respondents) reported *assisting a student* with a discrimination-related issue.
- 3.5% (8 respondents) reported *assisting another employee* with a discrimination-related concern*.

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- (No reported incidents of sexual harassment appear in this subset.)

Interpretive Themes:

- **Witnessing Remains the Most Common Exposure**
 - Nearly one in four faculty report witnessing discrimination.
 - As instructional leaders, faculty may observe incidents affecting students or colleagues in classroom or campus settings.
- **Exclusion as a Cultural Indicator**
 - Reports of feeling excluded (11.2%) exceed personal discrimination reports (5.1%).
 - This may reflect relational or climate-based concerns rather than formal policy violations.
- **Limited Personal Reporting**
 - While 5.1% report personally experiencing discrimination, the figure may not fully capture the scope of lived experiences given broader trends in psychological safety.
- **Faculty as Support Points**
 - Nearly 5% report assisting students with discrimination-related concerns, reinforcing faculty’s frontline role in student advocacy and guidance.



Overall Signal:

While over half of faculty report no direct or observed incidents, nearly half indicate some exposure to discrimination-related experiences through witnessing, personal impact, or supporting others. The combination of witnessed incidents and exclusion experiences underscores the importance of strengthening preventive climate efforts, reinforcing reporting clarity, and ensuring faculty are equipped to respond effectively when concerns arise.

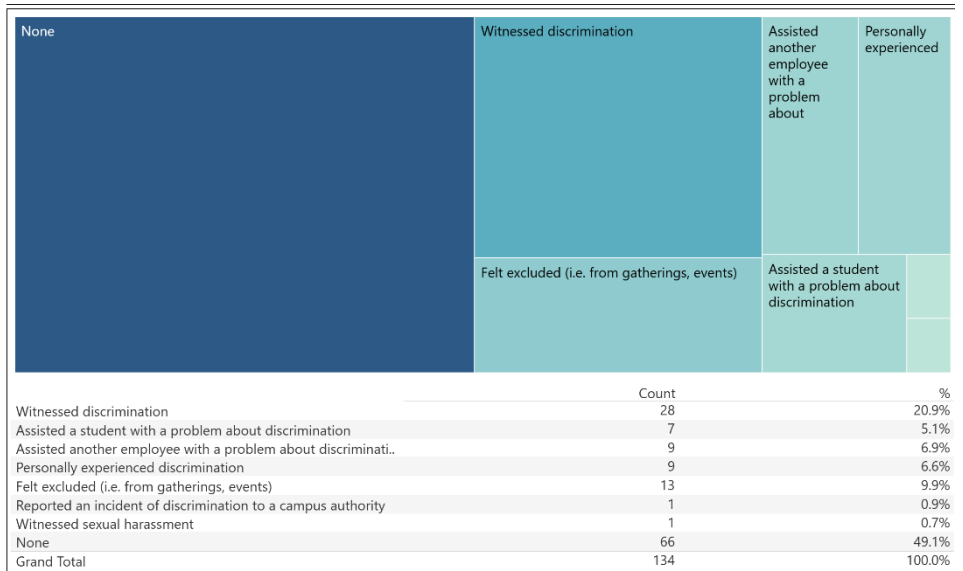
Employee Perspective: Management

Management responses indicate that approximately half report no direct or observed discrimination-related experiences; however, a meaningful proportion report witnessing discrimination or being

directly involved in supporting others. Compared to other employee groups, managers report similar levels of witnessing discrimination but slightly higher rates of personally experiencing discrimination.

Reported Experiences (2025):

- 49.1% (66 respondents) reported *none* of the listed experiences.
- 20.9% (28 respondents) reported *witnessing discrimination*.
- 9.9% (13 respondents) reported *feeling excluded* (e.g., from gatherings or events).
- 6.6% (9 respondents) reported *personally experiencing discrimination*.
- 6.9% (9 respondents) reported *assisting another employee* with a discrimination-related concern.
- 5.1% (7 respondents) reported *assisting a student* with a discrimination-related issue.
- 0.9% (1 respondent) reported *reporting an incident* to a campus authority.
- 0.7% (1 respondent) reported *witnessing sexual harassment*.



Interpretive Themes:

- Witnessing Remains the Most Common Exposure
 - One in five managers report witnessing discrimination.
 - As supervisors, managers may be more likely to observe or be informed of incidents affecting employees or students.
- Direct and Indirect Impact
 - Reports of personally experiencing discrimination (6.6%) exceed those reported by some other groups.

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- Nearly 7% report assisting another employee, reinforcing managers' role in addressing workplace concerns.
- Low Formal Reporting
 - Only one respondent reported formally reporting an incident.
 - This may reflect underreporting, resolution at informal levels, or uncertainty regarding reporting pathways.
- Exclusion as a Cultural Signal
 - Reports of feeling excluded (9.9%) suggest relational climate concerns that may not rise to formal policy violations but still affect leadership cohesion.

Overall Signal:

While nearly half of management respondents report no direct or observed incidents, over half indicate some level of exposure to discrimination-related experiences. The combination of witnessing incidents, personal experience, and low formal reporting underscores the importance of reinforcing reporting clarity, strengthening psychological safety, and ensuring leaders are equipped to respond consistently and transparently when concerns arise.

Engagement, Reflection, and Outlook

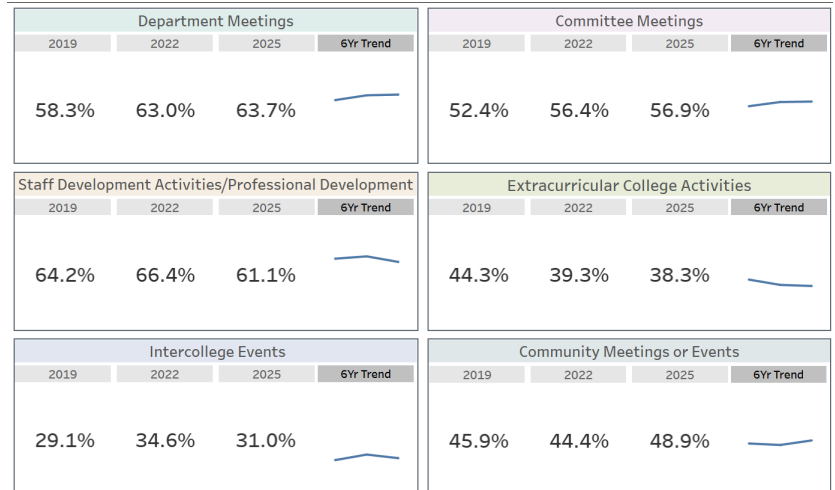
This subsection examines employee engagement in district and college activities, intent to remain, retrospective satisfaction, and overall outlook. Together, these measures provide important context for understanding how employees are navigating current conditions and how they perceive their future within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

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- 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.

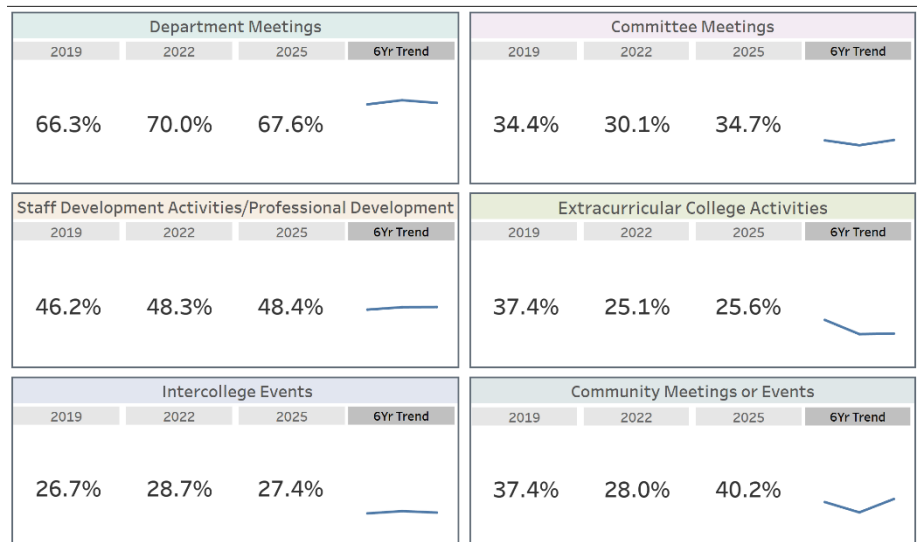
Districtwide Trends (2019-2025) Engagement— Employee Group Perspectives

Employee Perspective: Classified Staff

Classified staff engagement patterns in 2025 reflect stability in department-level participation and professional development, alongside continued low engagement in broader institutional and extracurricular activities. While participation in immediate work units remains relatively strong, involvement declines as engagement moves beyond the department level.

Key Themes:

- Strong Department-Level Engagement
 - 67.6% report participating in department meetings.
 - Department meetings remain the most consistently attended engagement space.



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- Limited Committee Participation
 - 34.7% report participation in committee meetings.
 - Committee engagement remains modest and has fluctuated slightly over time.
- Stable Professional Development Participation
 - 48.4% report participation in staff development/professional development activities.
 - Engagement in professional learning has remained relatively steady since 2019.
- Low Extracurricular Engagement
 - 25.6% report participating in extracurricular college activities.
 - Participation remains below pre-2019 levels and suggests limited connection to campus life beyond work responsibilities.
- Limited Intercollege Engagement
 - 27.4% report participation in intercollege events.
 - Cross-college engagement remains relatively low and unchanged.
- Increased Community Event Participation
 - 40.2% report attending community meetings or events.
 - This represents an increase from 2022 and may indicate stronger external engagement.

Overall Signal:

Classified staff remain engaged within their immediate departments and moderately involved in professional development, but broader institutional and cross-college engagement remains limited. The contrast between strong internal participation and lower systemwide involvement suggests that workload demands, communication barriers, or limited incentives may be constraining broader institutional engagement opportunities.

Employee Perspective: Faculty

Faculty engagement patterns in 2025 reflect strong participation in formal governance and professional development activities, alongside more moderate involvement in extracurricular and intercollege events. Compared to classified staff, faculty report higher engagement in committees and structured institutional spaces, suggesting sustained involvement in shared governance processes.

Key Themes:

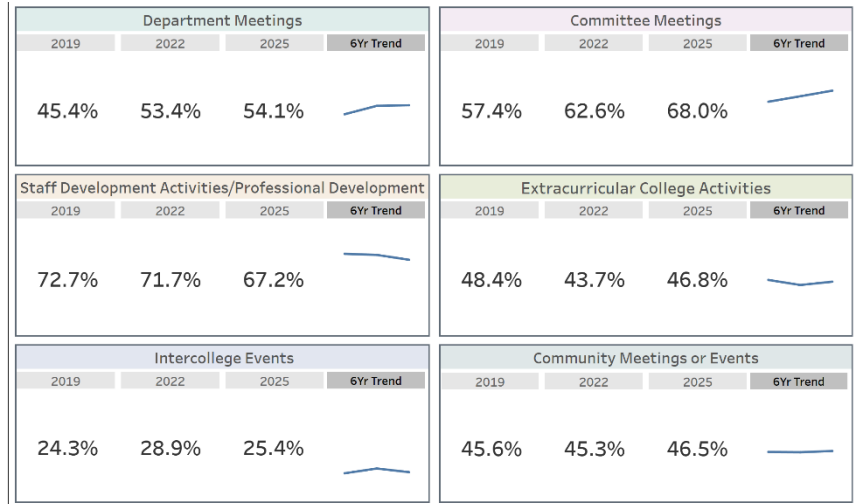
- Growing Participation in Committees

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- 68.0% report participating in committee meetings, the highest level across engagement indicators.
- Committee participation has steadily increased since 2019.

- Moderate Department-Level Engagement

- 54.1% report participation in department meetings.
- Participation has increased since 2019, though it remains lower than committee engagement.



- Strong Professional Development Engagement

- 67.2% report participation in staff development/professional development activities.
- Although slightly down from 2019, engagement remains robust.

- Moderate Extracurricular Participation

- 46.8% report participating in extracurricular college activities.
- Participation has stabilized following earlier declines.

- Limited Intercollege Engagement

- 25.4% report participation in intercollege events.
- Cross-college engagement remains relatively low and stable over time.

- Consistent Community Engagement

- 46.5% report attending community meetings or events.
- Community participation has remained steady across survey cycles.

Overall Signal:

Faculty demonstrate strong engagement in formal governance and professional development spaces, reflecting sustained involvement in institutional decision-making structures. However, lower participation in intercollege activities suggests opportunities to strengthen cross-campus collaboration and broader systemwide connection beyond formal governance roles.

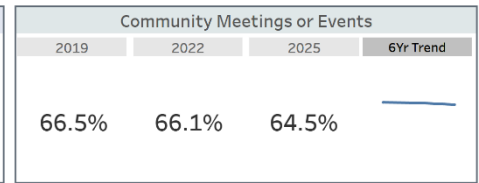
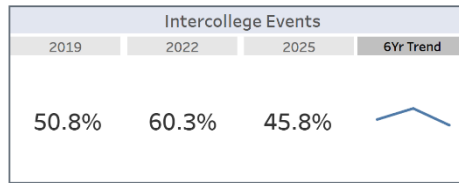
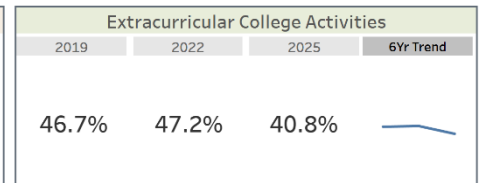
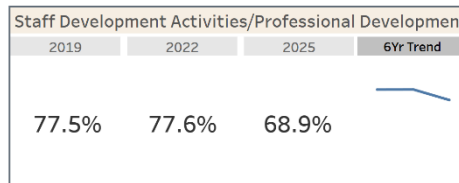
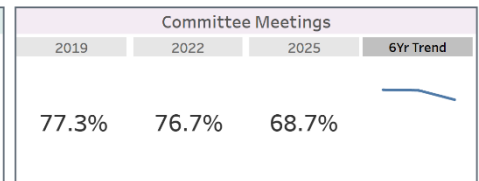
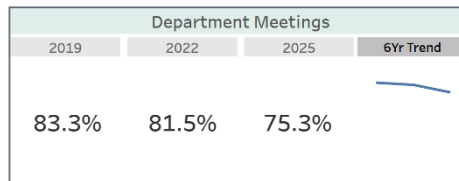
Employee Perspective: Management

Management engagement levels remain comparatively high across formal institutional spaces; however, most indicators show gradual decline since 2019. While managers continue to participate actively in meetings and professional development, cross-college and extracurricular engagement has softened, suggesting possible capacity constraints or shifting institutional priorities.

Key Themes:

- Strong Department-Level Engagement

- 75.3% report participation in department meetings.
- Although still high, this reflects a gradual decline from 2019.



- High Committee Participation

- 68.7% report participating in committee meetings.
- Committee engagement remains strong but has declined nearly 9 points since 2019.

- Robust Professional Development Participation

- 68.9% report participation in staff development/professional development activities.
- Despite remaining strong, this measure has declined since prior cycles.

- Moderate Extracurricular Participation

- 40.8% report participating in extracurricular college activities.
- Participation has steadily declined over time.

- Declining Intercollege Engagement

- 45.8% report participation in intercollege events.
- After peaking in 2022, cross-college engagement dropped significantly in 2025.

- Stable Community Engagement

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- 64.5% report attending community meetings or events.
- Community engagement remains one of the strongest participation areas for management.

Overall Signal:

Management respondents remain highly engaged in formal institutional structures and community-facing activities; however, consistent declines in intercolleage, extracurricular, and professional development participation suggest capacity pressures or shifting priorities. As workload strain increases (as reflected in prior sections), sustaining meaningful engagement across systemwide initiatives may require intentional alignment of responsibilities, time, and support structures.

Outlook, Retention, and Reflection

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

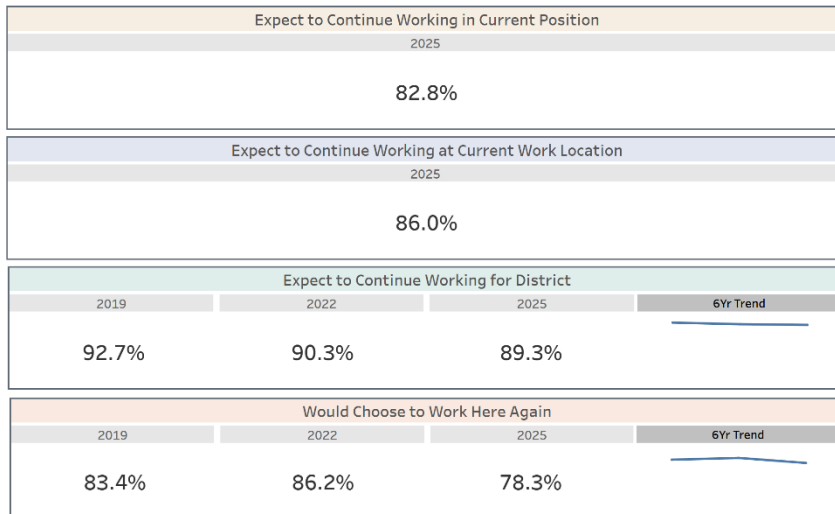
Sustaining this level of retention and goodwill will likely depend on addressing the structural and cultural concerns identified in earlier sections of this report. These findings reinforce the importance of aligning districtwide systems, communication practices, and support structures with the values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

Districtwide Trends (2019-2025) Outlook, Retention, and Reflection— Employee Group Perspectives

Employee Perspective: Classified Staff

Despite declines across several climate and governance indicators in earlier sections, classified staff responses reflect strong retention intent and overall commitment to the institution. While enthusiasm for choosing the institution again has moderated slightly since 2022, most respondents indicate plans to remain in their current roles and within the district.

Key Themes:



- **Strong Position Retention Intent**
 - 82.8% expect to continue working in their current position.
 - This suggests stability at the role level despite reported workload and morale pressures.
- **High Location Commitment**
 - 86.0% expect to continue working at their current work location.
 - Classified staff demonstrate strong connection to their specific campus or site.
- **Sustained District Commitment**
 - 89.3% expect to continue working for the district.
 - While slightly declining since 2019, district-level retention intent remains very strong.
- **Moderate Decline in “Would Choose Again”**
 - 78.3% would choose to work here again.
 - This reflects a noticeable decline from 2022 (86.2%), suggesting some softening in overall satisfaction or enthusiasm.

Overall Signal:

Classified staff demonstrate strong intent to remain in their current roles and within the district, indicating organizational stability and long-term commitment. However, the decline in willingness to choose the institution again suggests that while retention remains high, overall employee experience

may be under strain. Strengthening morale, recognition, and workload alignment could help ensure that retention is driven by engagement rather than inertia.

Employee Perspective: Faculty

Faculty responses reflect exceptionally strong retention intent across all measures. Despite declines in several climate and governance indicators in earlier sections, faculty overwhelmingly report plans to remain in their current roles, at their current locations, and within the district. Unlike other employee groups, willingness to choose the institution again has remained stable.

Key Themes:

- **Very High Position Retention Intent**
 - 97.0% expect to continue working in their current position.
 - This reflects strong professional commitment and role stability.
- **Strong Location Commitment**
 - 97.4% expect to continue working at their current work location.
 - Faculty demonstrate deep attachment to their campus communities.
- **Sustained District Commitment**
 - 96.5% expect to continue working for the district.
 - Retention intent has remained consistently high since 2019.
- **Stable “Would Choose Again” Indicator**
 - 86.6% would choose to work here again.
 - This measure has remained steady across survey cycles.

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%	

Overall Signal:

Faculty demonstrate extremely strong institutional loyalty and long-term commitment, even amid reported concerns in governance, workload, and equity areas. Retention appears driven by professional

identity, mission alignment, and campus attachment. Maintaining this strength will require continued attention to workload sustainability, voice in decision-making, and institutional responsiveness to evolving faculty concerns.

Employee Perspective: Management

Management responses reflect strong overall retention intent, with high levels of commitment to the district and work location. While willingness to remain is robust, enthusiasm indicators show slight softening compared to prior cycles, suggesting steady commitment accompanied by modest shifts in overall sentiment.

Key Themes:

- Strong Role Retention Intent

- 86.4% expect to continue working in their current position.

Expect to Continue Working in Current Position	
2025	
	86.4%

- This indicates stability in leadership roles despite workload and operational pressures identified in earlier sections.

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%	

- High Location Commitment

- 90.6% expect to continue working at their current work location.
- Managers demonstrate sustained attachment to their campus or district office site.

- Very Strong District Commitment

- 93.1% expect to continue working for the district.
- This measure has remained consistently above 89% across survey cycles.

- Slight Decline in “Would Choose Again”

- 83.4% would choose to work here again.
- While still strong, this reflects a modest decline from prior years.

Overall Signal:

Management respondents demonstrate high loyalty and strong intent to remain within the district. Although some enthusiasm measures have softened slightly, retention risk appears low. Sustaining this stability will likely depend on addressing workload strain, strengthening governance clarity, and ensuring alignment between expectations and available resources as institutional demands continue to evolve.

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.

- 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:

The alignment between open-ended themes and quantitative findings strengthens confidence in the overall results and underscores the importance of addressing system-level challenges in communication, trust, equity, and capacity-building.

Districtwide Interpretation: Reading the Results Together

Across multiple domains, trust, communication, morale, equity, and institutional support, employee confidence in systems and processes has declined over time. At the same time, employees continue to demonstrate high levels of commitment, engagement in core responsibilities, and intent to remain with the district.

This combination suggests that the district's primary challenge is not disengagement or lack of dedication, but rather a misalignment between employee commitment and institutional experience. Employees appear willing to invest their energy and expertise in the district's mission, yet increasingly uncertain that districtwide systems are responsive, transparent, or supportive of that investment.

Section 2

Executive Summary


Location-level Climate Survey results reveal variation in how employees experience leadership, trust, communication, workload, and workplace conditions across Bakersfield College, Cerro Coso Community College, Porterville College, and the District Office. Local context and immediate leadership play a critical role in how those systems are interpreted and felt day to day.

Introduction

The intent of this section is not to compare or rank locations, but to surface meaningful variation that helps explain where districtwide conditions are being reinforced, adapted, or strained in local contexts. Differences across locations reflect variations in size, mission, operational complexity, leadership practices, and physical environment, all of which shape how employees experience their work.

Throughout Section 2, findings are presented by location using a consistent structure and are accompanied by interpretive notes intended to support reflection and learning. Location-level open-ended responses are included to provide qualitative context and to elevate employee voice, while maintaining a focus on patterns rather than isolated comments.

These results complement the districtwide analysis and help identify where strategic alignment is strongest, where additional support may be needed, and where effective local practices can inform districtwide improvement efforts.

 Understanding Responsibility	
Districtwide Systems	Local Experience
Trust across colleges	Supervisor relationships
Decision-making clarity	Department morale
Training & growth structures	Daily workload
Equity policies	Sense of belonging

Climate Survey Domain	Section 2 Coverage	Strategic Plan Alignment
Ethical Standards, Morale, and Value	2.1	Employee Ecosystem – Cultural Environment
Supervisor Relations & Leadership	2.2	Leadership Development; Employee Culture
Workplace Relationships & Belonging	2.3	Inclusive Culture; Collaboration
Local Decision-Making & Governance	2.4	Shared Governance; Transparency
Local Engagement & Well-Being	2.5	Workforce Sustainability
Workload & Physical Environment	2.6	Employee Physical Environment
Employee Voice (Open-Ended)	2.7	Continuous Improvement

Location-Level Climate Findings

Purpose and Strategic Alignment

Section 2 examines Climate Survey results at the work location level to better understand how districtwide systems, policies, and priorities are experienced in practice.

College Perspective District Level Climate & Trust

Although results are presented by work location, the 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.

Bakersfield College

Bakersfield College respondents reported some of the lowest perceptions of district-level effectiveness in 2025.

- Agreement that KCCD promotes high ethical standards declined to 36.3%.
- Trust between colleges and the District Office declined to 20.4%, and trust among the three colleges declined to 18.4%.
- Only 35.1% agreed that relevant information is effectively communicated.

<p>Open to Different Ideas, Opinions, and Beliefs</p> <p>2019 2022 2025 6Yr Trend</p> <p>57.2% 49.2% 46.7%</p>	<p>Trust (Colleges↔District Office)</p> <p>2019 2022 2025 6Yr Trend</p> <p>35.4% 35.8% 20.4%</p>
<p>Trust (3 Colleges)</p> <p>2019 2022 2025 6Yr Trend</p> <p>31.5% 30.5% 18.4%</p>	<p>Relevant Information Effectively Communicated</p> <p>2019 2022 2025 6Yr Trend</p> <p>39.8% 36.8% 35.1%</p>
<p>Understand Decision Making Process</p> <p>2019 2022 2025 6Yr Trend</p> <p>40.6% 37.9% 25.6%</p>	<p>Decision Making Process is Effective</p> <p>2019 2022 2025 6Yr Trend</p> <p>28.4% 29.4% 14.0%</p>
<p>KCCD Promotes High Ethical Standards</p> <p>2019 2022 2025 6Yr Trend</p> <p>62.1% 55.8% 36.3%</p>	<p>Opportunities to Learn and Grow in Career</p> <p>2019 2022 2025 6Yr Trend</p> <p>60.7% 60.1% 45.1%</p>
<p>Information Flows Well (2025)</p> <p>District Office→Colleges 25.0%</p> <p>Colleges→District Office 25.4%</p>	

- Understanding of the district decision-making process declined to 25.6%, and just 14.0% agreed the process is effective.
- Opportunities to learn and grow in one’s career declined to 45.1%.
- Information flow in 2025 was limited:
 - 25.0% reported effective flow from the District Office to colleges.
 - 25.4% reported effective flow from colleges to the District Office.

Interpretive note:

Bakersfield College’s results suggest that district-level communication and decision-making are perceived as distant and opaque, compounding local challenges in morale, trust, and workload. These perceptions may inhibit engagement with district initiatives unless communication and feedback mechanisms are strengthened.

Employee Perspective: Bakersfield College: District Level Climate & Trust

Employee Perspective: Classified Staff

Classified staff at Bakersfield College report some of the lowest district-level trust and governance confidence scores across locations. While 2022 showed moderate improvement in several areas, 2025 results reflect sharp declines in trust, decision-making confidence, and perceptions of ethical standards. Communication effectiveness remains modest, and perceptions of bidirectional information flow are particularly low.

Key Themes:

- Decline in Cultural Openness

- 42.0% agree the district is open to different ideas, opinions, and beliefs.
- This represents a notable drop from 2022 (55.7%).

- Significant Erosion of Cross-Institutional Trust

- Trust between colleges and the District Office declined to 14.3%.
- Trust among the three colleges declined to 11.0%.
- These are among the lowest trust indicators in this section.

- Limited Confidence in Decision-Making

- 25.2% report understanding the decision-making process.
- Only 11.8% believe the decision-making process is effective.
- The gap between understanding and perceived effectiveness remains pronounced.

- Decline in Perceived Ethical Standards

- 30.3% agree that KCCD promotes high ethical standards.
- This reflects a significant decline since 2022.

- Moderate Communication Clarity

- 31.1% believe relevant information is effectively communicated.

Open to Different Ideas, Opinions, and Beliefs				Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
48.6%	55.7%	42.0%		31.2%	35.8%	14.3%	
Trust (3 Colleges)				Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
34.9%	35.8%	11.0%		23.9%	37.5%	31.1%	
Understand Decision Making Process				Decision Making Process is Effective			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
39.8%	37.8%	25.2%		25.7%	31.7%	11.8%	
KCCD Promotes High Ethical Standards				Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
50.5%	54.8%	30.3%		49.5%	47.6%	30.5%	
Information Flows Well (2025)							
District Office→Colleges				Colleges→District Office			
22.2%				20.2%			

Kern Community College District
KCCD 2025 Triennial Climate Survey

- While improved from 2019, communication perceptions remain relatively low.
- Weak Bidirectional Information Flow
 - 22.2% report information flows well from District Office to colleges.
 - 20.2% report information flows well from colleges to District Office.
 - Both measures indicate limited confidence in systemwide communication flow.
- Declining Career Growth Opportunities
 - 30.5% report favorable perceptions of opportunities to learn and grow in their career.
 - This reflects a sharp decline from prior cycles.

Overall Signal:

Classified staff at Bakersfield College report low confidence in district-level trust, governance effectiveness, and communication flow. The convergence of low trust, weak perceptions of decision-making effectiveness, and declining ethical climate ratings suggests a need for targeted district-college alignment efforts, clearer communication pathways, and visible responsiveness to staff concerns.

Employee Perspective: Faculty

Faculty at Bakersfield College report moderate perceptions of communication and career growth, alongside declining trust in district-level governance and decision-making effectiveness. While some indicators remain stronger than those reported by classified staff, 2025 results reflect continued erosion in cross-institutional trust and confidence in district processes.

Key Themes:

- Declining Perception of Openness
 - 43.9% agree the district is open to different ideas, opinions, and beliefs.
 - This reflects a substantial decline from 2019 and remains below mid-cycle levels.

Open to Different Ideas, Opinions, and Beliefs	Trust (Colleges↔District Office)
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
60.8% 44.9% 43.9%	37.4% 34.5% 21.6%
Trust (3 Colleges)	Relevant Information Effectively Communicated
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
28.2% 27.6% 20.2%	46.5% 33.5% 36.2%
Understand Decision Making Process	Decision Making Process is Effective
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
37.6% 34.7% 24.2%	28.0% 25.0% 14.3%
KCCD Promotes High Ethical Standards	Opportunities to Learn and Grow in Career
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
66.7% 52.4% 40.1%	67.9% 62.9% 51.9%
Information Flows Well (2025)	
District Office→Colleges	Colleges→District Office
29.6%	27.2%

Kern Community College District
KCCD 2025 Triennial Climate Survey

- Low Cross-Institutional Trust
 - Trust between colleges and the District Office stands at 21.6%.
 - Trust among the three colleges is 20.2%.
 - Both measures reflect persistent cross-college trust challenges.
- Limited Confidence in Decision-Making
 - 24.2% report understanding the decision-making process.
 - Only 14.3% believe the decision-making process is effective.
 - Perceived effectiveness remains particularly low.
- Decline in Ethical Climate Perceptions
 - 40.1% agree that KCCD promotes high ethical standards.
 - This reflects a steady downward trend over time.
- Moderate Communication Effectiveness
 - 36.2% believe relevant information is effectively communicated.
 - Communication ratings show modest recovery from 2022 but remain below 2019 levels.
- Information Flow Remains Limited
 - 29.6% report effective flow from District Office to colleges.
 - 27.2% report effective flow from colleges to District Office.
 - Bidirectional communication continues to be viewed as constrained.
- Stronger Career Growth Perceptions
 - 51.9% report favorable perceptions of opportunities to learn and grow in their career.
 - While declining since 2019, this remains one of the more positive indicators in this section.

Overall Signal:

Faculty at Bakersfield College report moderate confidence in professional growth and communication clarity but low trust in district-level governance effectiveness. The combination of declining openness, weak cross-college trust, and limited belief in decision-making effectiveness suggests ongoing concerns regarding transparency, responsiveness, and institutional alignment between district and campus priorities.

Employee Perspective: Management

Management respondents at Bakersfield College report comparatively stronger perceptions of openness and communication than other employee groups; however, 2025 results reflect sharp declines in trust, decision-making effectiveness, and perceptions of ethical standards. While managers demonstrate higher understanding of district processes, confidence in outcomes and cross-institutional alignment remains limited.

Key Themes:

- Sustained Cultural Openness
 - 59.7% agree the district is open to different ideas, opinions, and beliefs.
 - This reflects slight recovery from 2022 and remains one of the stronger indicators in this section.

Open to Different Ideas, Opinions, and Beliefs				Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
63.0%	56.3%	59.7%		37.5%	40.4%	27.3%	
Trust (3 Colleges)				Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
36.7%	32.7%	26.0%		50.0%	48.0%	39.0%	
Understand Decision Making Process				Decision Making Process is Effective			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
54.2%	50.0%	28.9%		36.2%	42.3%	16.9%	
KCCD Promotes High Ethical Standards				Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
70.8%	70.0%	37.7%		57.4%	69.2%	53.2%	
Information Flows Well (2025)							
District Office→Colleges				Colleges→District Office			
19.5%				29.9%			

- Declining Cross-Institutional Trust
 - Trust between colleges and the District Office stands at 27.3%.
 - Trust among the three colleges is 26.0%.
 - Both measures have declined since 2022.
- Gap Between Understanding and Effectiveness
 - 28.9% report understanding the decision-making process.
 - Only 16.9% believe the process is effective.
 - Confidence in effectiveness has declined sharply since 2022.
- Significant Decline in Ethical Standards Perception
 - Agreement that KCCD promotes high ethical standards declined from 70.0% (2022) to 37.7% (2025).
 - This represents one of the most pronounced shifts in this section.
- Moderate Communication Effectiveness

Kern Community College District
KCCD 2025 Triennial Climate Survey

- 39.0% believe relevant information is effectively communicated.
- Although declining, communication ratings remain higher than trust indicators.
- Imbalance in Information Flow
 - 19.5% report effective flow from District Office to colleges.
 - 29.9% report effective flow from colleges to District Office.
 - Downward communication appears particularly constrained.
- Moderate Career Growth Perceptions
 - 53.2% report favorable perceptions of opportunities to learn and grow in their career.
 - While declining from 2022, this remains one of the more positive measures.

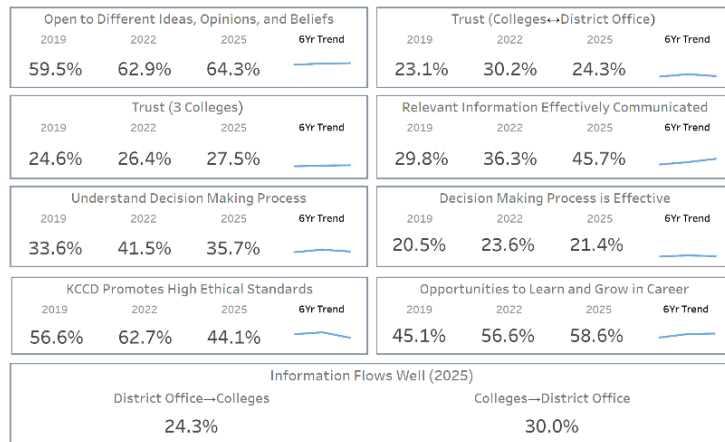
Overall Signal:

Management at Bakersfield College report moderate confidence in openness and professional growth but low confidence in district-level trust, governance effectiveness, and ethical climate. The combination of declining ethical perceptions, weak belief in decision-making effectiveness, and limited downward communication suggests the need for strengthened alignment between district leadership actions and campus-level implementation, particularly in areas requiring visible transparency and follow-through.

Cerro Coso Community College

Cerro Coso Community College reported some of the strongest perceptions of district-level communication and growth opportunities among other locations.

- Agreement that KCCD is open to different ideas increased to 64.3%.
- Trust between colleges and the District Office remained low at 24.3%, though higher than some locations.
- Trust among the colleges showed slight improvement, reaching 27.5%.
- Agreement that relevant information is effectively communicated increased to 45.7%, the highest among all locations.
- Understanding of district decision-making reached 35.7%, though agreement that the process is effective remained low (21.4%).



Kern Community College District
KCCD 2025 Triennial Climate Survey

- Opportunities to learn and grow in one’s career increased to 58.6%.
- Information flow in 2025 showed slightly stronger upward communication:
 - 30.0% colleges → District Office
 - 24.3% District Office → colleges

Interpretive note:

Cerro Coso’s results suggest that clearer communication practices and visible professional development pathways may be buffering broader system-level trust challenges. These findings align with other sections of the survey where Cerro Coso demonstrated stronger engagement and trust patterns.

Employee Perspective: Cerro Coso College: District Level Climate & Trust

Employee Perspective: Classified Staff

Classified staff at Cerro Coso College report comparatively stronger perceptions of openness and career growth than some other locations; however, trust in district-level governance and decision-making effectiveness remains limited. While several indicators reflect relative stability, confidence in institutional processes continues to lag behind cultural openness measures.

Key Themes:

- Strong Perception of Openness
 - 63.6% agree the district is open to different ideas, opinions, and beliefs.
 - This measure has remained relatively stable over time.
- Low but Stable Cross-Institutional Trust
 - Trust between colleges and the District Office stands at 22.7%.
 - Trust among the three colleges is 27.3%.
 - These measures remain modest but show less volatility than at other locations.
- Moderate Communication Effectiveness
 - 36.4% believe relevant information is effectively communicated.

Open to Different Ideas, Opinions, and Beliefs				Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
62.3%	66.7%	63.6%		24.1%	24.3%	22.7%	
Trust (3 Colleges)				Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
27.8%	29.7%	27.3%		28.3%	42.9%	36.4%	
Understand Decision Making Process				Decision Making Process is Effective			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
33.3%	40.5%	31.8%		20.4%	27.0%	18.2%	
KCCD Promotes High Ethical Standards				Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
53.7%	68.6%	47.6%		44.4%	56.8%	59.1%	
Information Flows Well (2025)							
District Office→Colleges				Colleges→District Office			
31.8%				31.8%			

Kern Community College District
KCCD 2025 Triennial Climate Survey

- Although down from 2022, communication remains one of the more stable governance indicators.
- Decline in Decision-Making Confidence
 - 31.8% report understanding the decision-making process.
 - Only 18.2% believe the process is effective.
 - Confidence in effectiveness remains notably low.
- Mixed Ethical Climate Perceptions
 - 47.6% agree that KCCD promotes high ethical standards.
 - While lower than 2022, this remains comparatively stronger than some other locations.
- Strongest Indicator: Career Growth
 - 59.1% report favorable perceptions of opportunities to learn and grow in their career.
 - This is one of the highest indicators within this section.
- Balanced Information Flow
 - 31.8% report effective flow from District Office to colleges.
 - 31.8% report effective flow from colleges to District Office.
 - While still modest, bidirectional flow appears more balanced than at other sites.

Overall Signal:

Classified staff at Cerro Coso College report strong perceptions of cultural openness and career growth opportunities, alongside moderate communication clarity. However, low trust in district-level governance and limited belief in decision-making effectiveness suggest continued opportunity to strengthen transparency, responsiveness, and cross-institutional alignment.

Employee Perspective: Faculty

Faculty at Cerro Coso College report strengthening perceptions in communication clarity, decision-making understanding, and career growth, while cross-institutional trust remains modest. Compared to several other locations, 2025 results suggest emerging improvement in how district-level systems are experienced, particularly in communication effectiveness and perceived decision-making progress.

Key Themes:

- Increasing Perception of Openness
 - 60.7% agree the district is open to different ideas, opinions, and beliefs.

Kern Community College District
KCCD 2025 Triennial Climate Survey

- This reflects steady improvement since 2019.
- Stable but Low Cross-Institutional Trust

- Trust between colleges and the District Office stands at 21.4%.

Open to Different Ideas, Opinions, and Beliefs			
2019	2022	2025	6Yr Trend
49.0%	54.0%	60.7%	

Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend
23.5%	30.9%	21.4%	

- Trust among the three colleges is 21.4%.

Trust (3 Colleges)			
2019	2022	2025	6Yr Trend
19.6%	23.6%	21.4%	

Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend
27.5%	34.0%	57.1%	

- While relatively unchanged, both measures remain modest.

Understand Decision Making Process			
2019	2022	2025	6Yr Trend
27.5%	36.4%	42.9%	

Decision Making Process is Effective			
2019	2022	2025	6Yr Trend
13.7%	20.0%	25.0%	

KCCD Promotes High Ethical Standards			
2019	2022	2025	6Yr Trend
52.9%	54.7%	46.4%	

Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend
39.2%	52.7%	57.1%	

- Strong Improvement in Communication Effectiveness

Information Flows Well (2025)	
District Office→Colleges	Colleges→District Office
28.6%	28.6%

- 57.1% believe relevant information is effectively communicated.
- This is a substantial increase from prior cycles and represents one of the strongest indicators in this section.

- Improved Decision-Making Understanding

- 42.9% report understanding the decision-making process.
- This reflects meaningful growth over time.

- Rising Confidence in Decision-Making Effectiveness

- 25.0% believe the decision-making process is effective.
- Although still moderate, this indicator has steadily improved since 2019.

- Moderate Ethical Climate Perception

- 46.4% agree that KCCD promotes high ethical standards.
- While slightly declining from 2022, this remains comparatively stable.

- Strong Career Growth Perceptions

- 57.1% report favorable perceptions of opportunities to learn and grow in their career.
- This reflects consistent improvement across cycles.

- Balanced Information Flow

Kern Community College District
KCCD 2025 Triennial Climate Survey

- 28.6% report effective flow from District Office to colleges.
- 28.6% report effective flow from colleges to District Office.
- While not high, communication appears balanced across directions.

Overall Signal:

Faculty at Cerro Coso College report improving clarity around communication and decision-making processes, alongside strengthening perceptions of career growth. Although cross-college trust remains modest, the upward movement in communication effectiveness and governance understanding suggests progress in district-college alignment and institutional transparency at this location.

Employee Perspective: Management

Management respondents at Cerro Coso College report strong perceptions of cultural openness and career growth, alongside mixed results in trust and governance effectiveness. While cross-college trust shows some improvement, sharp declines in ethical climate and decision-making confidence signal emerging concerns.

Key Themes:

- Strong Cultural Openness

- 70.0% agree the district is open to different ideas, opinions, and beliefs.
- Although down from 2022, this remains one of the strongest indicators in this section.

<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>82.4%</td> <td>85.7%</td> <td>70.0%</td> <td></td> </tr> </tbody> </table>	Open to Different Ideas, Opinions, and Beliefs				2019	2022	2025	6Yr Trend	82.4%	85.7%	70.0%		<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>18.8%</td> <td>42.9%</td> <td>30.0%</td> <td></td> </tr> </tbody> </table>	Trust (Colleges↔District Office)				2019	2022	2025	6Yr Trend	18.8%	42.9%	30.0%	
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- Improved Trust Among Colleges

- Trust among the three colleges increased to 36.8%, up from prior cycles.
- Trust between colleges and the District Office stands at 30.0%, reflecting recovery from 2019 but lower than 2022.

Information Flows Well (2025)	
District Office→Colleges	Colleges→District Office
10.0%	30.0%

- Communication Perceptions Rebound

- 40.0% believe relevant information is effectively communicated.
- This represents recovery from 2022 levels.

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- Decline in Decision-Making Understanding and Effectiveness
 - 30.0% report understanding the decision-making process.
 - Only 20.0% believe the process is effective.
 - Both measures have declined significantly from 2022.
- Sharp Decline in Ethical Standards Perception
 - Agreement that KCCD promotes high ethical standards declined to 36.8%, down more than 40 points from 2022.
 - This represents one of the most dramatic shifts in this section.
- Strong Career Growth Perception
 - 60.0% report favorable perceptions of opportunities to learn and grow in their career.
 - While declining from 2022, this remains comparatively strong.
- Imbalance in Information Flow
 - Only 10.0% report effective flow from District Office to colleges.
 - 30.0% report effective flow from colleges to District Office.
 - Downward communication appears significantly constrained.

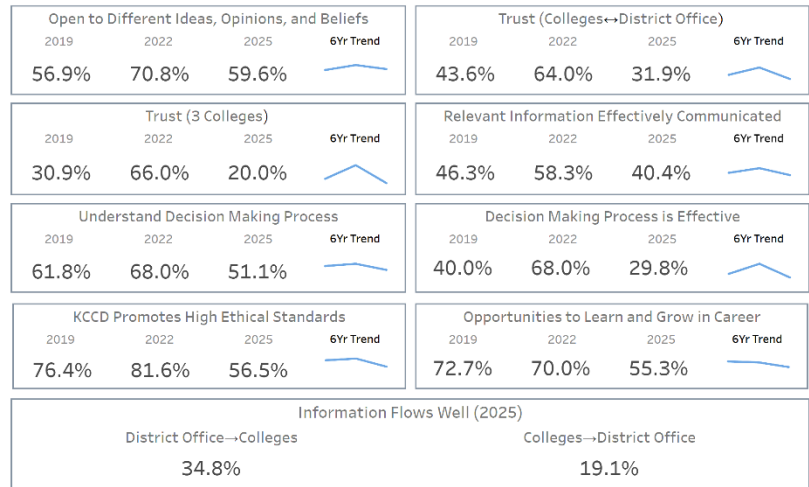
Overall Signal:

Management at Cerro Coso College report strong cultural openness and professional growth perceptions, alongside improving cross-college trust. However, sharp declines in ethical climate ratings and decision-making confidence, combined with extremely low downward information flow, suggest that district-level alignment and transparency remain critical areas for attention. Strengthening visible follow-through and improving communication from district leadership to campus management may be essential to rebuilding confidence.

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

- 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	21.1%
Colleges→District Office	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.

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- 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:

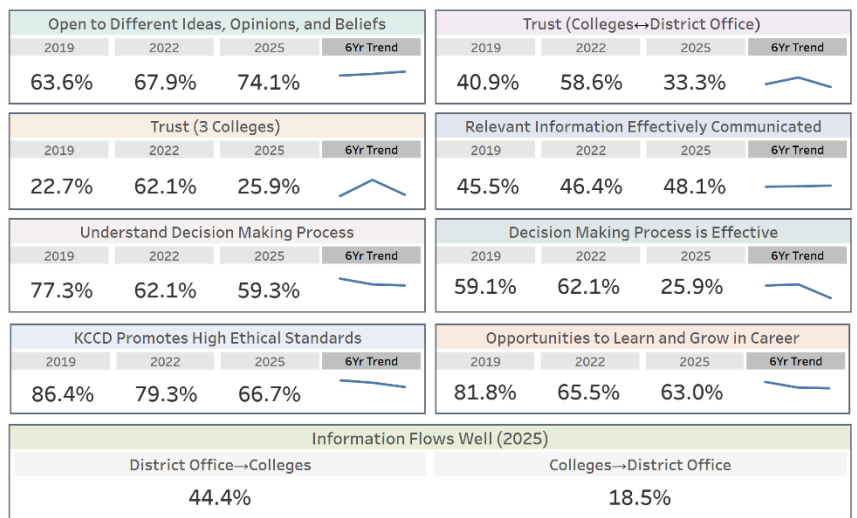
District Office classified staff responses reflect high volatility, with 2022 peaks followed by substantial declines across trust, ethics, governance, and communication indicators in 2025. The magnitude of these shifts suggests a meaningful change in internal confidence and alignment. Strengthening transparency, 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.
- Decline in Cross-Institutional Trust



- 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.

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- 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.

Porterville College

Porterville College reported mixed perceptions, with some indicators showing relative stability and others reflecting districtwide declines.

- Agreement that KCCD promotes high ethical standards declined to 35.9%.
- Trust between colleges and the District Office declined to 24.4%, while trust among the colleges declined to 15.6%.
- 42.3% agreed that relevant information is effectively communicated, higher than several other locations.
- Understanding of district decision-making declined to 31.2%, and only 12.8% agreed the process is effective.
- A majority (53.8%) agreed that KCCD provides opportunities to learn and grow in their career.
- Information flow perceptions remained modest:
 - 29.9% District Office → colleges
 - 25.6% colleges → District Office

Open to Different Ideas, Opinions, and Beliefs				Trust (Colleges+District Office)			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
71.7%	58.7%	64.1%		40.5%	42.6%	24.4%	
Trust (3 Colleges)				Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
35.1%	41.3%	15.6%		48.6%	43.9%	42.3%	
Understand Decision Making Process				Decision Making Process is Effective			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
47.7%	45.9%	31.2%		38.7%	36.1%	12.8%	
KCCD Promotes High Ethical Standards				Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
72.3%	67.6%	35.9%		58.2%	61.5%	53.8%	
Information Flows Well (2025)							
District Office→Colleges				Colleges→District Office			
29.9%				25.6%			

Interpretive note:

Porterville College’s results suggest that career development opportunities remain a relative strength, even as trust and confidence in district governance processes have declined.

Employee Perspective: Porterville College: District Level Climate & Trust

Employee Perspective: Classified Staff

Classified staff at Porterville College report pronounced declines in district-level trust, decision-making effectiveness, and perceptions of ethical standards in 2025. While openness to ideas shows partial recovery from 2022, nearly all governance and cross-institutional trust indicators have weakened, and information flow ratings are among the lowest across locations.

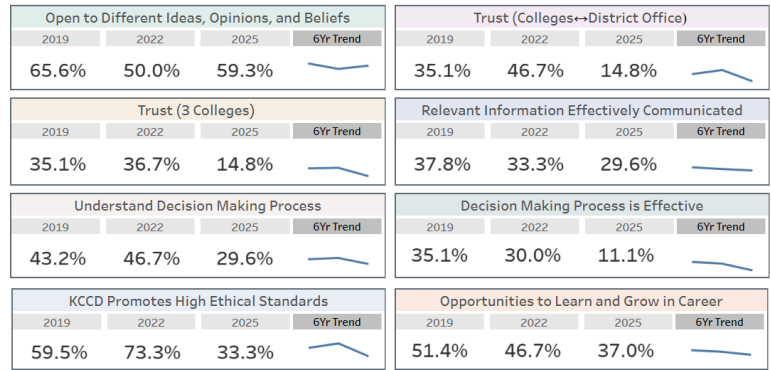
Key Themes:

- Partial Recovery in Perceived Openness
 - 59.3% agree the district is open to different ideas, opinions, and beliefs.
 - This reflects improvement from 2022 but remains below 2019 levels.

Kern Community College District
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- Sharp Decline in Cross-Institutional Trust

- Trust between colleges and the District Office declined to 14.8%.
- Trust among the three colleges also stands at 14.8%.
- These figures represent significant declines from 2022 highs.



- Declining Communication Effectiveness

- 29.6% believe relevant information is effectively communicated.
- Communication ratings have gradually decreased since 2019.

Information Flows Well (2025)	
District Office→Colleges	18.5%
Colleges→District Office	14.8%

- Reduced Understanding and Very Low Effectiveness

- 29.6% report understanding the decision-making process.
- Only 11.1% believe the decision-making process is effective.
- Confidence in effectiveness is particularly low.

- Significant Drop in Ethical Standards Perception

- Agreement that KCCD promotes high ethical standards declined to 33.3%, down 40 points from 2022.
- This represents one of the most substantial shifts in this section.

- Decline in Career Growth Perceptions

- 37.0% report favorable perceptions of opportunities to learn and grow in their career.
- This continues a downward trend since 2019.

- Very Weak Bidirectional Information Flow

- 18.5% report effective flow from District Office to colleges.
- 14.8% report effective flow from colleges to District Office.
- Both measures indicate constrained communication in both directions.

Overall Signal:

Classified staff at Porterville College report low confidence in district-level trust, governance effectiveness, and communication flow. While perceptions of openness remain moderate, the combination of declining ethical climate ratings, weak cross-college trust, and minimal belief in decision-making effectiveness suggests significant challenges in district-college alignment and institutional transparency at this location.

Employee Perspective: Faculty

Faculty at Porterville College report strong perceptions of openness and communication stability, alongside sharp declines in cross-college trust, decision-making effectiveness, and ethical climate. While some indicators remain comparatively strong, 2025 results reflect significant volatility since 2022.

Key Themes:

- Strong Perception of Openness
 - 66.7% agree the district is open to different ideas, opinions, and beliefs.
 - This reflects stability and partial recovery from 2022.

Open to Different Ideas, Opinions, and Beliefs	Trust (Colleges↔District Office)
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
72.1% 64.4% 66.7%	45.9% 43.5% 28.2%
Trust (3 Colleges)	Relevant Information Effectively Communicated
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
39.3% 41.3% 12.8%	52.5% 54.1% 53.8%
Understand Decision Making Process	Decision Making Process is Effective
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
45.9% 47.6% 34.2%	37.7% 41.9% 17.9%
KCCD Promotes High Ethical Standards	Opportunities to Learn and Grow in Career
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
75.8% 67.7% 38.5%	65.6% 69.8% 61.5%
Information Flows Well (2025)	
District Office→Colleges	Colleges→District Office
39.5%	33.3%

- Declining Cross-Institutional Trust
 - Trust between colleges and the District Office stands at 28.2%, down from 43.5% in 2022.
 - Trust among the three colleges declined sharply to 12.8%, representing one of the lowest cross-college trust scores.
- Stable Communication Effectiveness
 - 53.8% believe relevant information is effectively communicated.
 - Communication remains one of the stronger governance indicators.
- Declining Governance Confidence
 - 34.2% report understanding the decision-making process.
 - Only 17.9% believe the decision-making process is effective.

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- The decline in effectiveness is particularly notable.
- Sharp Decline in Ethical Standards Perception
 - Agreement that KCCD promotes high ethical standards dropped to 38.5%, down nearly 30 points from 2019.
 - This marks one of the most significant declines in this section.
- Relatively Strong Career Growth Perceptions
 - 61.5% report favorable perceptions of opportunities to learn and grow in their career.
 - Despite some decline from 2022, this remains one of the more positive indicators.
- Moderate Information Flow
 - 39.5% report effective flow from District Office to colleges.
 - 33.3% report effective flow from colleges to District Office.
 - While not high, these are stronger than several other locations.

Overall Signal:

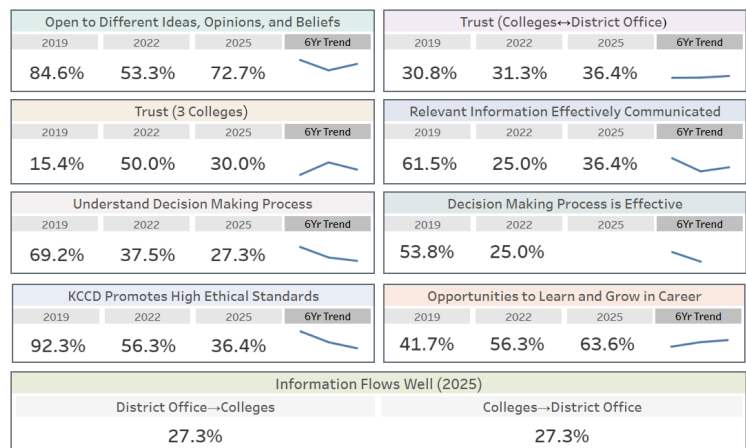
Faculty at Porterville College report strong cultural openness and communication clarity, but substantial erosion in cross-college trust, ethical climate perceptions, and decision-making effectiveness. The divergence between stable communication ratings and low governance confidence suggests that information may be reaching faculty, yet confidence in institutional outcomes and alignment has weakened significantly.

Employee Perspective: Management

Management respondents at Porterville College report strong perceptions of openness and improving career growth opportunities, alongside significant volatility in trust, ethical climate, and governance effectiveness. The 2025 results suggest partial recovery in some cross-institutional trust measures, but continued weakness in decision-making confidence and ethical standards perceptions.

Key Themes:

- Strong Rebound in Cultural Openness
 - 72.7% agree the district is open to different ideas, opinions, and beliefs.



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- This reflects recovery from 2022 and remains comparatively strong.
- Mixed Cross-Institutional Trust
 - Trust between colleges and the District Office stands at 36.4%, reflecting improvement since 2019 and 2022.
 - Trust among the three colleges is 30.0%, down from a 2022 peak but higher than 2019.
 - Trust appears volatile rather than steadily declining.
- Moderate Communication Effectiveness
 - 36.4% believe relevant information is effectively communicated.
 - Communication confidence remains inconsistent across cycles.
- Decline in Decision-Making Understanding
 - 27.3% report understanding the decision-making process, down sharply from prior years.
 - Decision-making effectiveness remains low (approximately mid-20% range in 2025), reflecting sustained skepticism.
- Sharp Decline in Ethical Standards Perception
 - Agreement that KCCD promotes high ethical standards declined to 36.4%, down more than 50 points from 2019.
 - This represents one of the steepest long-term declines in this section.
- Strong and Improving Career Growth Perception
 - 63.6% report favorable perceptions of opportunities to learn and grow in their career.
 - This indicator has steadily improved since 2019.
- Balanced but Modest Information Flow
 - 27.3% report effective flow from District Office to colleges.
 - 27.3% report effective flow from colleges to District Office.
 - Communication appears balanced, though not strong.

Overall Signal:

Management at Porterville College report strong openness and improving professional growth opportunities, yet continued concern regarding ethical climate and governance effectiveness. Trust

measures show volatility rather than uniform decline, suggesting shifting perceptions over time. Strengthening consistency in decision-making transparency and visibly reinforcing ethical leadership practices may be key to stabilizing confidence at this location.

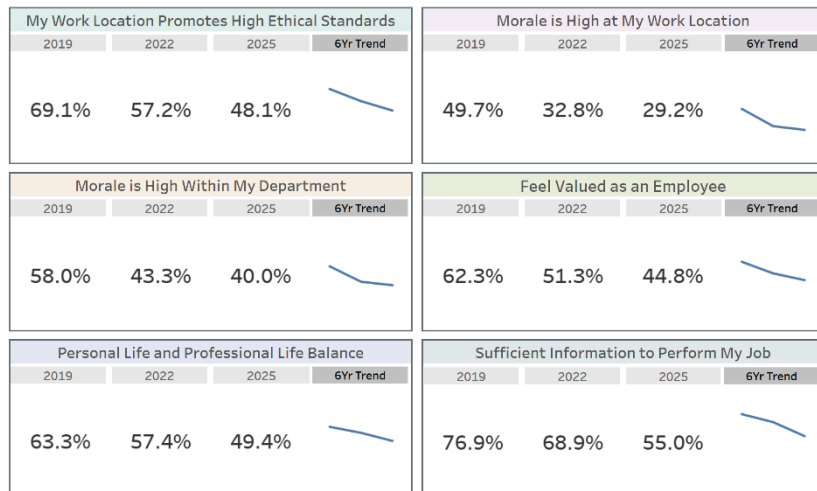
Ethical Standards, Morale, Value, and Support

This section examines variation across work locations: Bakersfield College, Cerro Coso Community College, Porterville College, and the District Office, focusing on ethical standards, morale, feeling valued, work–life balance, and access to information. Results are presented [in alphabetical order] to highlight contextual differences and inform location-specific strategies, rather than to evaluate performance.

Bakersfield College

Bakersfield College reported the lowest levels of agreement across most indicators in this question group in 2025.

- Agreement that the work location promotes high ethical standards declined to 48.1%, the lowest among all locations.
- Morale at the work location decreased to 29.2%, while morale within departments fell to 40.0%.
- Fewer than half of respondents reported feeling valued (44.8%) or having sufficient information to perform their job (55.0%).
- Work–life balance declined to 49.4%, consistent with districtwide patterns.



Interpretive note:

Bakersfield College’s results indicate a convergence of challenges related to morale, value, and informational support. Given the college’s size and complexity, these findings highlight the importance of targeted, college-specific strategies that address communication, workload, and employee engagement within local operational contexts.

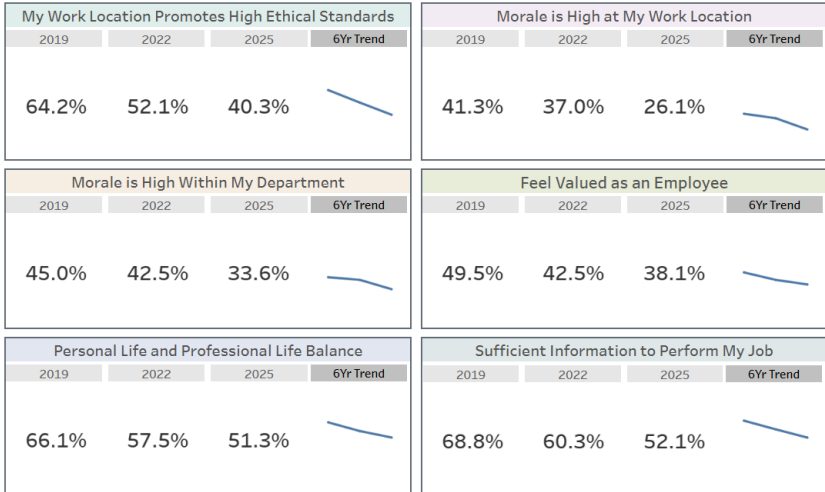
Employee Perspective: Bakersfield College: Ethical Standards, Morale, Value and Support

Employee Perspective: Classified Staff

Classified staff at Bakersfield College report continued declines across ethical climate, morale, and perceived workplace support. While some indicators remain above 50%, most measures show steady downward movement since 2019, suggesting sustained strain in day-to-day work experience.

Key Themes:

- Declining Perception of Ethical Standards
 - 40.3% agree their work location promotes high ethical standards.
 - This reflects a 24-point decline since 2019 and continued erosion since 2022.



- Low Workplace Morale
 - 26.1% report that morale is high at their work location.
 - Only 33.6% report high morale within their department.
 - Both measures indicate persistent morale challenges.
- Reduced Sense of Feeling Valued
 - 38.1% report feeling valued as an employee.
 - This represents a steady decline over time and signals engagement concerns.
- Work-Life Balance Pressures
 - 51.3% report positive balance between personal and professional life.
 - While still above 50%, this measure has declined notably since 2019.
- Decline in Job Clarity and Support
 - 52.1% report having sufficient information to perform their job.

- This reflects a downward trend and may indicate communication or operational gaps.

Overall Signal:

Classified staff at Bakersfield College report low morale, reduced perceptions of ethical climate, and declining feelings of value and job support. The convergence of these indicators suggests cumulative workplace strain. Addressing recognition, workload clarity, and visible ethical leadership at the local level may be critical to improving employee experience and stability.

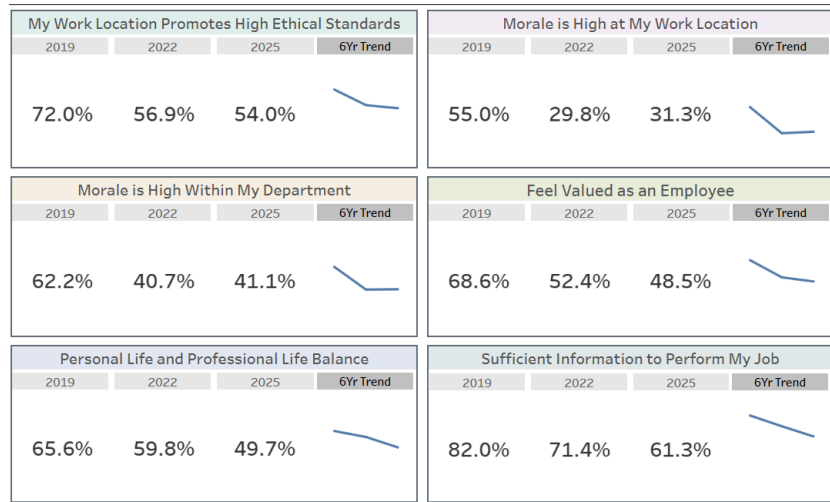
Employee Perspective: Faculty

Faculty at Bakersfield College report continued erosion in morale, perceived value, and workplace support since 2019. While perceptions of ethical standards remain above several other indicators, nearly all measures show a sustained decline, signaling cumulative strain within the local work environment.

Key Themes:

- Declining Ethical Climate

- 54.0% agree their work location promotes high ethical standards.
- Although still above 50%, this reflects a significant drop from 2019.



- Low Workplace Morale

- 31.3% report morale is high at their work location.
- 41.1% report high morale within their department.
- Both measures show decline over six years.

- Reduced Sense of Feeling Valued

- 48.5% report feeling valued as an employee.
- This represents a 20-point decline since 2019.

- Work-Life Balance Pressures

- 49.7% report positive balance between personal and professional life.
- This is one of the first indicators to fall below 50%, reflecting strain.

- Decline in Job Clarity and Support
 - 61.3% report having sufficient information to perform their job.
 - While still comparatively strong, this measure has declined steadily since 2019.

Overall Signal:

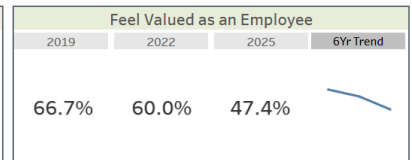
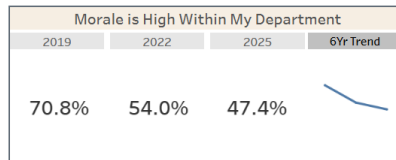
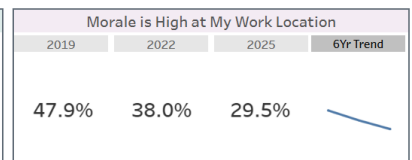
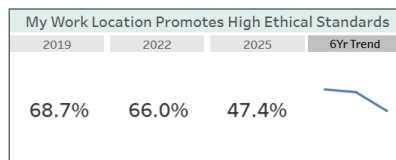
Faculty at Bakersfield College report moderate confidence in ethical standards and job clarity but continued decline in morale, feeling valued, and work-life balance. The sustained downward trends suggest pressure points related to workload, recognition, and institutional responsiveness. Stabilizing morale may require targeted efforts focused on clarity in communication, faculty voice, and workload alignment.

Employee Perspective: Management

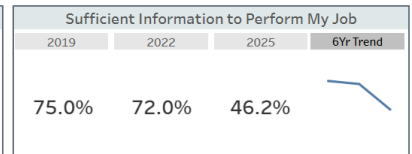
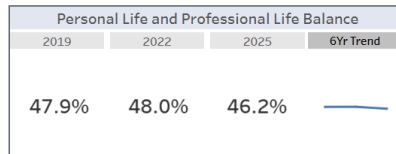
Management at Bakersfield College report continued declines across ethical climate, morale, feeling valued, and job support. While several indicators remain near or above 45%, the six-year trend shows consistent downward movement, particularly in departmental morale and clarity of job information.

Key Themes:

- Declining Ethical Climate
 - 47.4% agree their work location promotes high ethical standards.
 - This reflects a more than 20-point decline since 2019.



- Low Workplace Morale
 - 29.5% report morale is high at their work location.
 - 47.4% report high morale within their department.



- Department-level morale remains stronger than campus-wide morale but continues to decline.
 - Reduced Sense of Feeling Valued
 - 47.4% report feeling valued as an employee.
 - This represents a steady decline since 2019.
- Stable but Low Work-Life Balance
 - 46.2% report positive balance between personal and professional life.
 - This measure has remained relatively flat but below 50% across cycles.
- Sharp Decline in Job Information Clarity
 - 46.2% report having sufficient information to perform their job.
 - This marks a significant drop from prior years and is one of the more concerning shifts.

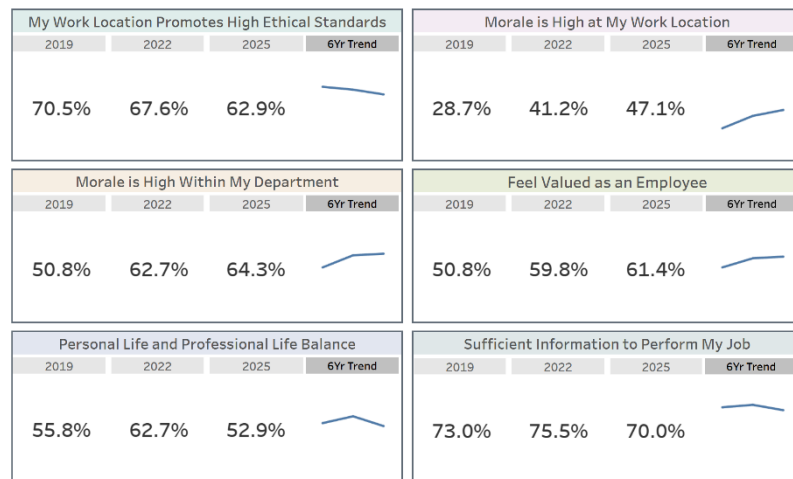
Overall Signal:

Management at Bakersfield College report meaningful erosion in ethical climate perceptions, morale, and job clarity. While departmental morale remains comparatively stronger than overall location morale, declines across nearly every measure suggest cumulative strain. Strengthening communication clarity, reinforcing ethical leadership practices, and addressing workload alignment may be critical to stabilizing the local management experience.

Cerro Coso Community College

Cerro Coso Community College stands out in 2025 for showing improvement or stability across several morale-related indicators, in contrast to districtwide trends.

- Agreement that the work location promotes high ethical standards increased to 62.9%, the highest among the colleges.
- Morale at the work location improved substantially, rising from 28.7% (2019) to 47.1% (2025).



- Morale within departments increased to 64.3%, and feeling valued rose to 61.4%, both exceeding districtwide averages.
- Work–life balance declined slightly from 2022 but remained above 50% (52.9%).
- Access to sufficient job-related information remained stable (70.0%).

Interpretive note:

Cerro Coso’s upward trends in morale and feeling valued suggest that localized practices or leadership approaches may be mitigating broader system pressures. These results offer an opportunity for cross-college learning, particularly in identifying practices that support morale and departmental cohesion.

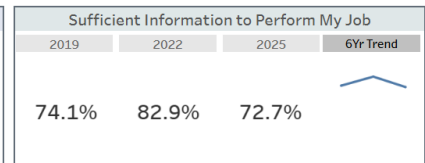
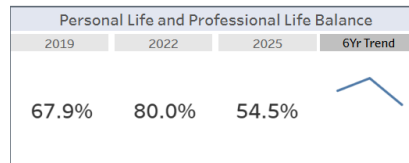
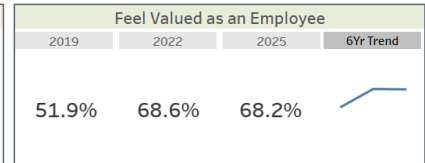
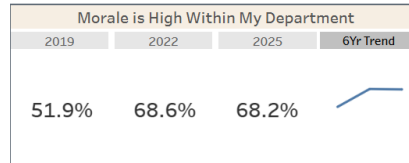
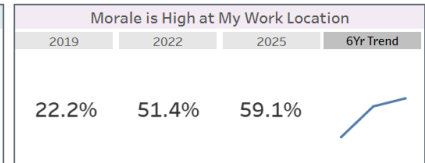
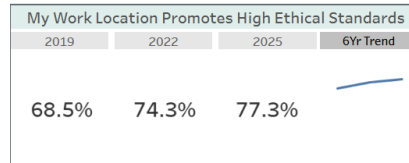
Employee Perspective: Cerro Coso College: Ethical Standards, Morale, Value and Support

Employee Perspective: Classified Staff

Classified staff at Cerro Coso College report strong and improving perceptions of ethical climate, morale, and feeling valued. Unlike patterns observed at several other locations, 2025 results reflect sustained gains since 2019, particularly in workplace morale and employee recognition. While work-life balance has moderated from its 2022 peak, overall local climate indicators remain comparatively positive.

Key Themes:

- Strengthening Ethical Climate
 - 77.3% agree their work location promotes high ethical standards.
 - This reflects steady growth since 2019 and is one of the strongest indicators in this section.



- Significant Improvement in Workplace Morale
 - 59.1% report morale is high at their work location.
 - This represents substantial improvement from 2019 levels.
- Strong Department-Level Morale
 - 68.2% report high morale within their department.
 - Department morale has remained strong and stable since 2022.
- Increased Sense of Feeling Valued
 - 68.2% report feeling valued as an employee.
 - This marks notable improvement from 2019 and sustained gains since 2022.
- Moderate Work-Life Balance
 - 54.5% report positive balance between personal and professional life.
 - While down from 2022 highs, this remains above 2019 levels.
- Stable Job Information Clarity
 - 72.7% report having sufficient information to perform their job.
 - Although slightly lower than 2022, this remains a strong indicator.

Overall Signal:

Classified staff at Cerro Coso College report a comparatively healthy local climate, characterized by strong ethical perceptions, improved morale, and increased feelings of being valued. While work-life balance has moderated, the overall pattern reflects resilience and local stability. These results suggest that departmental culture and site-level leadership may be positively influencing employee experience despite broader district-level challenges.

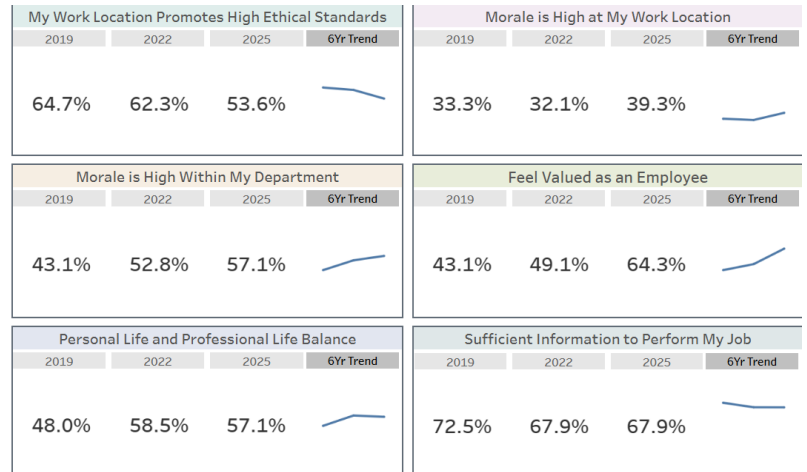
Employee Perspective: Faculty

Faculty at Cerro Coso College report strengthening departmental morale, increased feelings of being valued, and improved work-life balance compared to earlier cycles. While perceptions of ethical standards have moderated slightly, the overall pattern reflects local stabilization and improvement across several employee experience indicators.

Kern Community College District
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Key Themes:

- **Moderate Ethical Climate**
 - 53.6% agree their work location promotes high ethical standards.
 - While slightly lower than prior years, perceptions remain relatively stable.
- **Improving Workplace Morale**
 - 39.3% report morale is high at their work location.
 - This reflects gradual improvement from 2019 and 2022.
- **Strong Department-Level Morale**
 - 57.1% report high morale within their department.
 - Department morale has steadily increased over time.
- **Significant Increase in Feeling Valued**
 - 64.3% report feeling valued as an employee.
 - This represents one of the most notable upward trends in this section.
- **Improved Work-Life Balance**
 - 57.1% report positive balance between personal and professional life.
 - This measure has improved since 2019 and remains stable since 2022.
- **Stable Job Information Clarity**
 - 67.9% report having sufficient information to perform their job.
 - This indicator has remained steady across cycles.



Overall Signal:

Faculty at Cerro Coso College report meaningful gains in departmental morale, recognition, and work-life balance. Although ethical climate perceptions have moderated slightly, the overall trajectory suggests strengthening local culture and improved employee experience. These results indicate that site-level dynamics may be positively influencing faculty engagement and stability despite broader district-level variability.

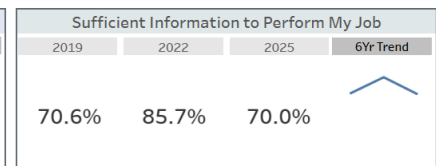
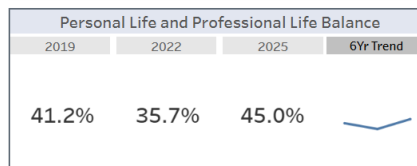
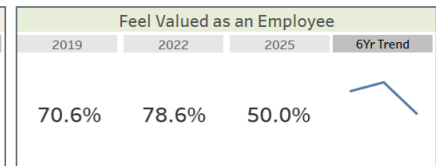
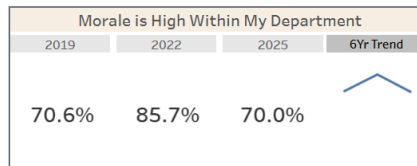
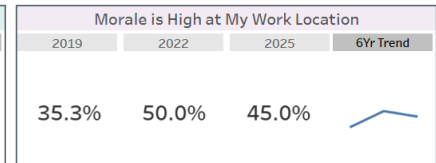
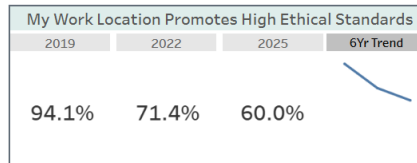
Employee Perspective: Management

Management at Cerro Coso College report comparatively strong departmental morale and job clarity, alongside declines in feeling valued and perceptions of ethical standards. While several indicators remain above 50%, 2025 results suggest mixed momentum — stability in some operational supports but erosion in recognition and institutional affirmation.

Key Themes:

- **Strong but Declining Ethical Climate**

- 60.0% agree their work location promotes high ethical standards.
- Although still comparatively strong, this reflects a notable decline since 2019.



- **Improved Location Morale Since 2019**
 - 45.0% report morale is high at their work location.
 - This represents improvement from 2019 and remains relatively stable since 2022.
- **Strong Department-Level Morale**
 - 70.0% report high morale within their department.
 - While down from 2022 highs, this remains one of the strongest indicators in this section.
- **Decline in Feeling Valued**
 - 50.0% report feeling valued as an employee.
 - This reflects a significant drop from 2022 and suggests emerging concerns around recognition or engagement.
- **Improved Work-Life Balance**
 - 45.0% report positive balance between personal and professional life.
 - This represents improvement from 2022 levels.

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- Stable Job Information Clarity
 - 70.0% report having sufficient information to perform their job.
 - Although down from 2022 peaks, this remains a relative strength.

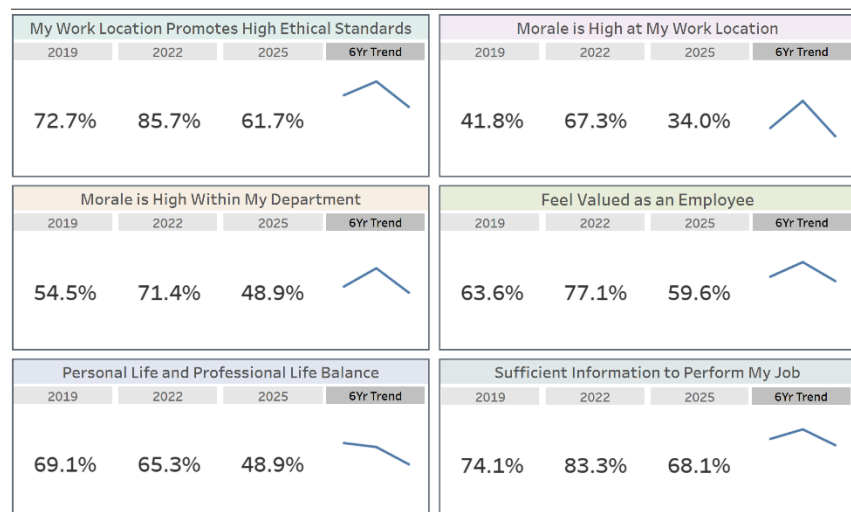
Overall Signal:

Classified staff at Cerro Coso College report strong departmental morale and job clarity, with moderate improvement in work-life balance. However, declining perceptions of feeling valued and ethical standards suggest potential vulnerability in institutional trust and recognition. Reinforcing visible appreciation and strengthening ethical leadership alignment may help sustain positive departmental culture while addressing emerging concerns.

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

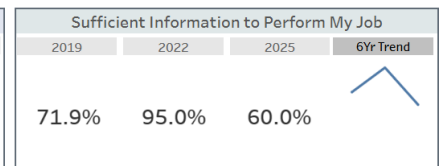
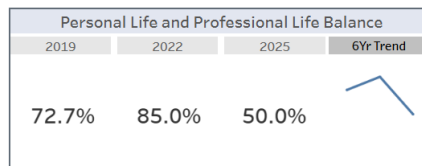
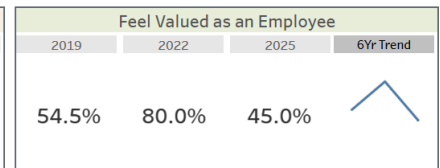
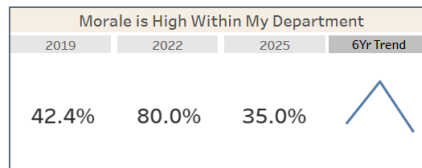
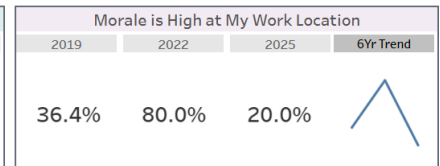
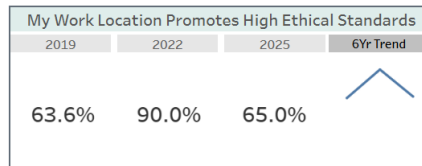
Employee Perspective: Classified Staff

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.

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- 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:

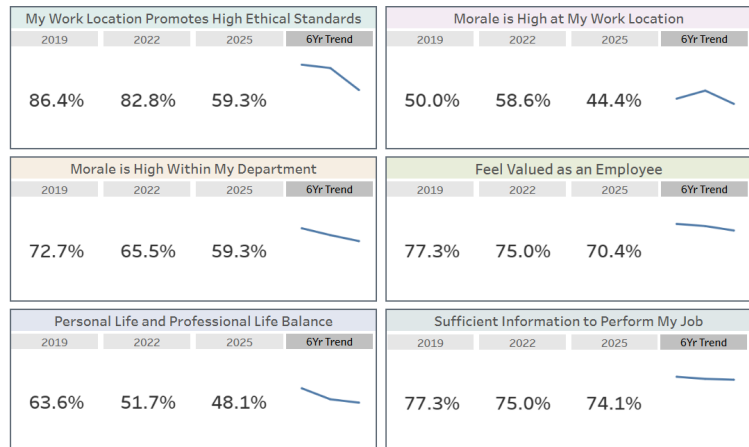
District Office classified staff report pronounced declines from 2022 highs across morale, feeling valued, work-life balance, and job clarity. The magnitude and consistency of these declines suggest heightened workplace strain or organizational change effects. While ethical standards perceptions remain 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.



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- 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.
- 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.

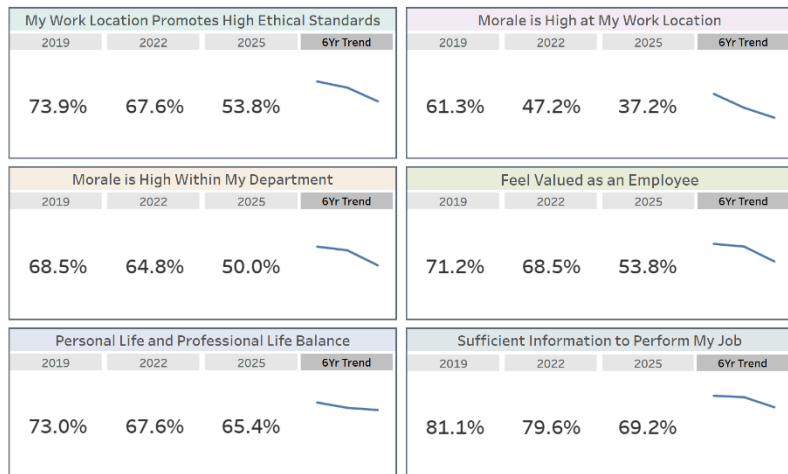
Porterville College

Porterville College results in 2025 indicate gradual decline from 2019 levels, with some areas of relative stability.

- Agreement that the work location promotes high ethical standards declined to 53.8%, down from 73.9% in 2019.
- Morale at the work location decreased steadily to 37.2%, while morale within departments declined to 50.0%.

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- A majority of respondents continued to report feeling valued (53.8%) and maintaining work–life balance (65.4%), the latter remaining the strongest among all locations.
- Perceptions of having sufficient information to perform one’s job declined to 69.2%, though still higher than districtwide levels.



Interpretive note:

Porterville College’s results suggest that while morale challenges are present, work–life balance and informational support remain relative strengths. These conditions may provide a stable foundation for targeted morale- and engagement-focused strategies aligned with employee wellness and professional development initiatives.

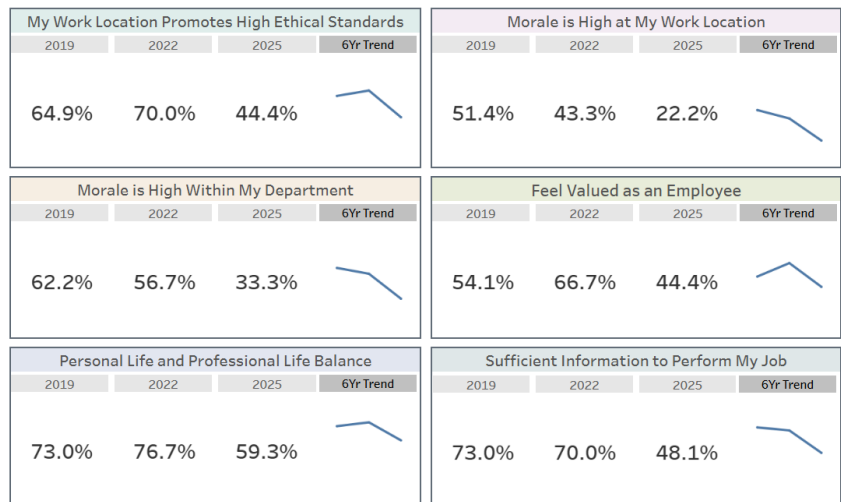
Employee Perspective: Porterville College: Ethical Standards, Morale, Value and Support

Employee Perspective: Classified Staff

Classified staff at Porterville College report notable declines across ethical climate, morale, feeling valued, and job clarity in 2025. While several indicators were comparatively strong in 2022, the current results suggest meaningful deterioration in day-to-day workplace experience, particularly in morale and departmental climate.

Key Themes:

- Decline in Ethical Climate
 - 44.4% agree their work location promotes high ethical standards.



- This reflects a sharp decline from 2022 and continued erosion from 2019.
- Low Workplace Morale
 - Only 22.2% report morale is high at their work location.
 - This is one of the lowest morale indicators among locations.

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- Significant Drop in Department-Level Morale
 - 33.3% report high morale within their department.
 - This marks a steep decline from prior cycles and suggests internal strain.
- Reduced Sense of Feeling Valued
 - 44.4% report feeling valued as an employee.
 - While higher than morale ratings, this reflects a substantial decline from 2022.
- Declining Work-Life Balance
 - 59.3% report positive balance between personal and professional life.
 - Although still above 50%, this measure has dropped notably since 2022.
- Sharp Decline in Job Information Clarity
 - 48.1% report having sufficient information to perform their job.
 - This represents one of the more concerning declines in this section.

Overall Signal:

Classified staff at Porterville College report significant deterioration in morale, departmental climate, and job clarity. The combination of low morale and reduced perceptions of being valued suggests cumulative workplace strain. Stabilizing the local employee experience may require focused attention on communication clarity, recognition practices, and workload alignment at the site level.

Employee Perspective: Faculty

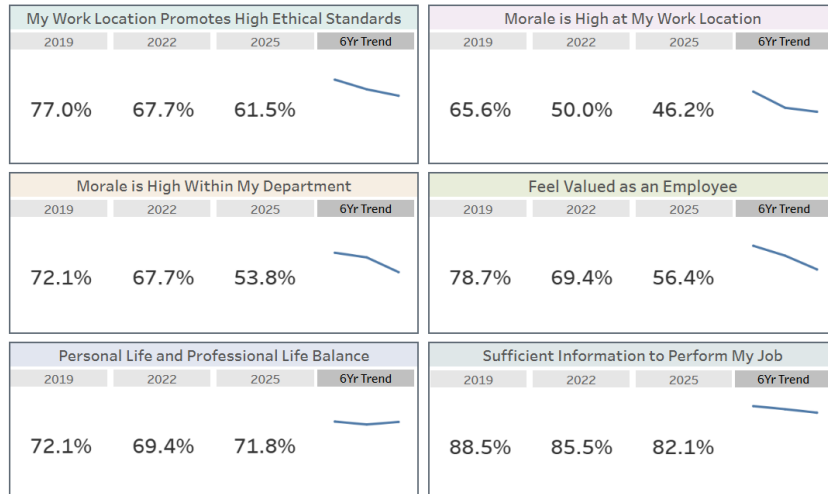
Faculty at Porterville College report moderate but declining morale and ethical climate perceptions, alongside relatively strong work-life balance and job clarity. While several indicators remain above 50%, the six-year trend reflects gradual softening in feeling valued and departmental morale.

Key Themes:

- Moderate Ethical Climate
 - 61.5% agree their work location promotes high ethical standards.
 - Although lower than 2019 levels, this remains comparatively stable.
- Declining Workplace Morale
 - 46.2% report morale is high at their work location.
 - This reflects continued decline from 2019.

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- Softening Department-Level Morale



- 53.8% report high morale within their department.
- While still above 50%, this represents steady erosion over time.

- Reduced Sense of Feeling Valued

- 56.4% report feeling valued as an employee.
- This remains a majority but has declined meaningfully since 2019.

- Strong and Stable Work-Life Balance

- 71.8% report positive balance between personal and professional life.
- This is one of the strongest indicators in this section.

- Strong Job Information Clarity

- 82.1% report having sufficient information to perform their job.
- This remains a clear strength despite gradual decline.

Overall Signal:

Faculty at Porterville College continue to report strong work-life balance and job clarity, suggesting operational stability at the local level. However, declining morale, feeling valued, and ethical climate perceptions indicate emerging engagement concerns. While conditions remain comparatively stable, reinforcing recognition, strengthening morale initiatives, and maintaining ethical leadership visibility may help prevent further erosion in faculty experience.

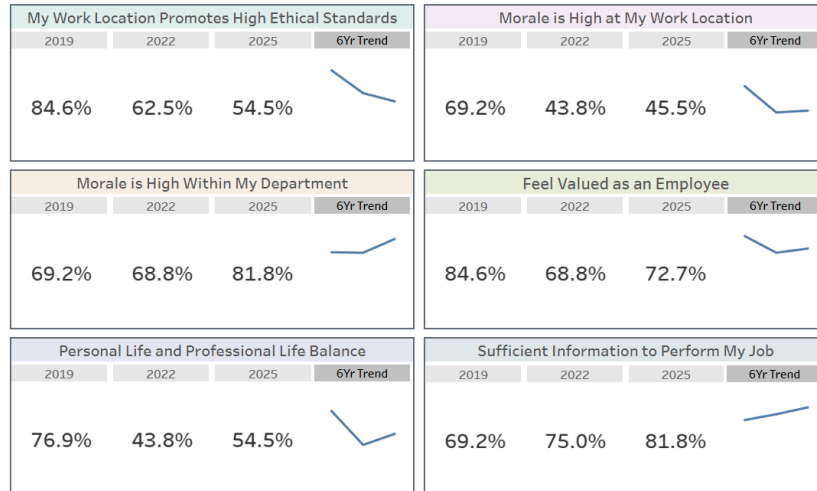
Employee Perspective: Management

Management at Porterville College report a mixed climate in 2025: strong departmental morale, feeling valued, and job clarity alongside continued declines in location-wide morale and ethical climate perceptions. The pattern suggests resilience at the department level, even as broader site-level sentiment remains more uneven.

Key Themes:

- Declining Ethical Climate at the Location Level

- 54.5% agree their work location promotes high ethical standards.
- This reflects a substantial decline from 2019 and 2022.



- Moderate but Softened Location-Wide Morale
 - 45.5% report morale is high at their work location.
 - While slightly improved from 2022, this remains well below 2019 levels.
- Strong Department-Level Morale
 - 81.8% report high morale within their department.
 - This is one of the strongest indicators in this section and reflects significant improvement.
- High Sense of Feeling Valued
 - 72.7% report feeling valued as an employee.
 - Although lower than 2019, this remains a clear strength.
- Partial Recovery in Work-Life Balance
 - 54.5% report positive balance between personal and professional life.
 - This represents improvement from 2022, though still below 2019.
- Strong and Improving Job Information Clarity
 - 81.8% report having sufficient information to perform their job.
 - This measure has steadily improved and is one of the strongest indicators overall.

Overall Signal:

Management at Porterville College report strong internal departmental cohesion, high levels of feeling valued, and clear job expectations. However, declining perceptions of ethical standards and uneven location-wide morale suggest broader institutional pressures. The divergence between strong department morale and weaker overall morale indicates that local leadership dynamics may be buffering broader organizational strain. Strengthening consistency in ethical visibility and site-wide morale initiatives may help close this gap.

Cross-Location Summary: Ethical Standards, Morale, Value, and Support

Across locations, several patterns emerge:

- Morale declined at most locations, with Cerro Coso Community College as a notable exception.
- Feeling valued and access to information remain comparatively stronger than morale, but show downward trends at all locations.
- Work–life balance emerged as a consistent pressure point, particularly at the District Office and Bakersfield College.
- Variation across locations reinforces the need for both districtwide and localized approaches, consistent with the Strategic Plan’s emphasis on flexibility, context-awareness, and employee experience.

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.

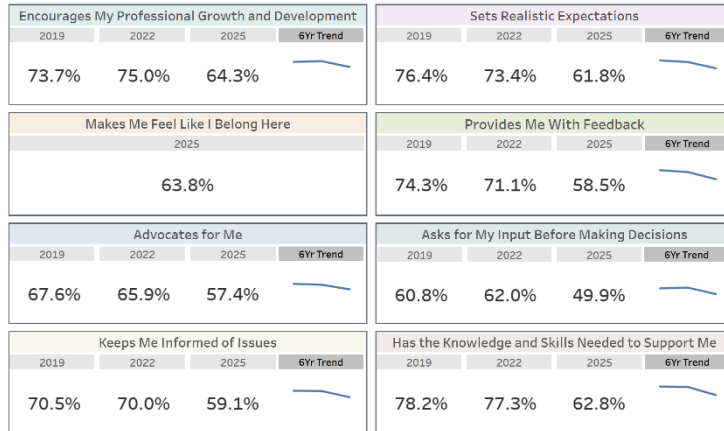
Bakersfield College

In 2025, Bakersfield College respondents reported moderate but declining perceptions of supervisor support across most indicators.

- Agreement that supervisors encourage professional growth declined to 64.3%.
- Perceptions that supervisors set realistic expectations declined to 61.8%.

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- Fewer than two-thirds reported that supervisors provide feedback (58.5%) or advocate for them (57.4%).



• Only 49.9% agreed that supervisors ask for input before making decisions.

• Agreement that supervisors keep employees informed declined to 59.1%.

• Perceptions of supervisor knowledge and skills declined to 62.8%.

• 63.8% reported that their supervisor makes them feel like they belong.

Interpretive note:

Bakersfield College’s results suggest that supervisor relationships may be contributing to broader challenges related to morale, trust, and engagement identified elsewhere in the survey. Strengthening communication, feedback, and inclusive leadership practices at the supervisory level may represent an important local leverage point.

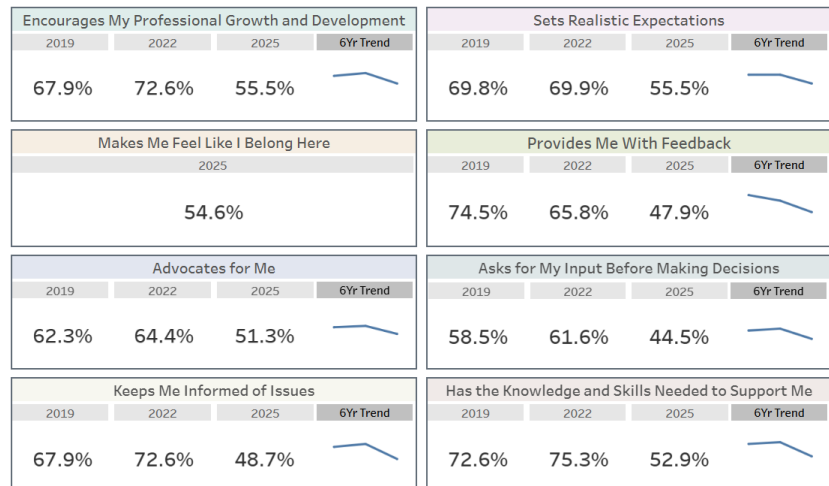
Employee Perspective: Bakersfield College: Supervisor Relations and Immediate Leadership

Employee Perspective: Classified Staff

Classified staff at Bakersfield College report broad declines in perceptions of immediate leadership support since 2022. While a majority still indicate moderate confidence in several areas, nearly all supervisor-related indicators show downward movement in 2025, particularly in feedback, communication, and decision-making inclusion.

Key Themes:

- Decline in Professional Growth Support
 - 55.5% agree their supervisor encourages professional growth and development.
 - This reflects a notable decline from 2022.



- Lower Confidence in Expectations

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- 55.5% agree their supervisor sets realistic expectations.
- This represents a meaningful drop from prior cycles.
- Moderate Sense of Belonging
 - 54.6% report that their supervisor makes them feel like they belong.
 - While above 50%, this suggests room for improvement in inclusive leadership practices.
- Decline in Feedback
 - 47.9% report receiving meaningful feedback.
 - This is one of the lowest-rated supervisor indicators and shows steady decline.
- Reduced Perception of Advocacy
 - 51.3% believe their supervisor advocates for them.
 - Although still a majority, this has weakened over time.
- Limited Input Before Decisions
 - 44.5% report their supervisor asks for their input before making decisions.
 - This suggests reduced participatory engagement at the supervisory level.
- Decline in Communication
 - 48.7% report their supervisor keeps them informed of issues.
 - Communication appears to be a growing vulnerability.
- Reduced Confidence in Supervisor Skillset
 - 52.9% believe their supervisor has the knowledge and skills needed to support them.
 - This reflects a significant drop from 2022.

Overall Signal:

Classified staff at Bakersfield College report declining confidence in immediate leadership across feedback, communication, advocacy, and participatory decision-making. While foundational supervisor relationships remain moderately positive, consistent downward trends suggest the need for strengthened leadership development, clearer communication practices, and renewed emphasis on inclusive supervisory engagement.

Employee Perspective: Faculty

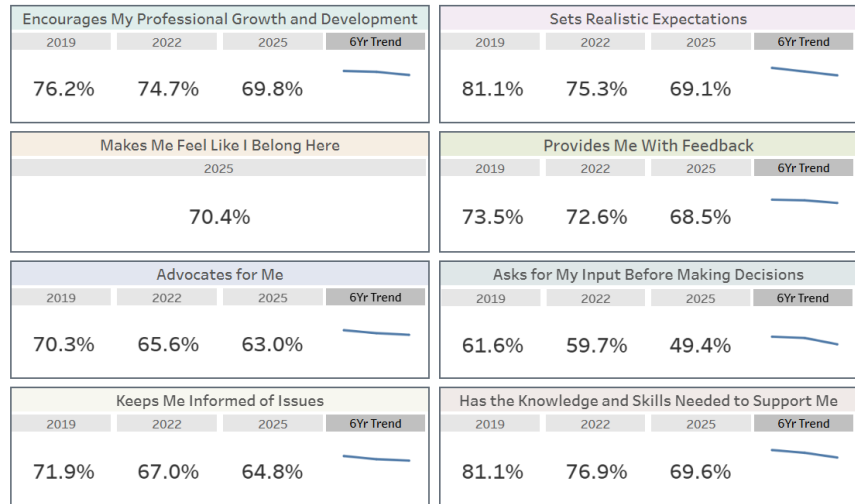
Faculty at Bakersfield College report generally strong but gradually softening perceptions of immediate leadership. While most indicators remain near or above 65%, nearly every measure shows downward movement since 2019, particularly in participatory decision-making and supervisor capacity.

Key Themes:

- Sustained Support for Professional Growth

- 69.8% agree their supervisor encourages professional growth and development.

- Although declining slightly, this remains a strong indicator.



- High but Declining Clarity of Expectations

- 69.1% agree their supervisor sets realistic expectations.
- This reflects a steady decrease from 2019.

- Strong Sense of Belonging

- 70.4% report that their supervisor makes them feel like they belong.
- Belonging remains one of the more stable leadership strengths.

- Consistent Feedback

- 68.5% report receiving meaningful feedback.
- While trending downward, feedback remains comparatively strong.

- Moderate Advocacy

- 63.0% believe their supervisor advocates for them.
- This measure has gradually softened since 2019.

- Decline in Input Before Decisions

Kern Community College District
KCCD 2025 Triennial Climate Survey

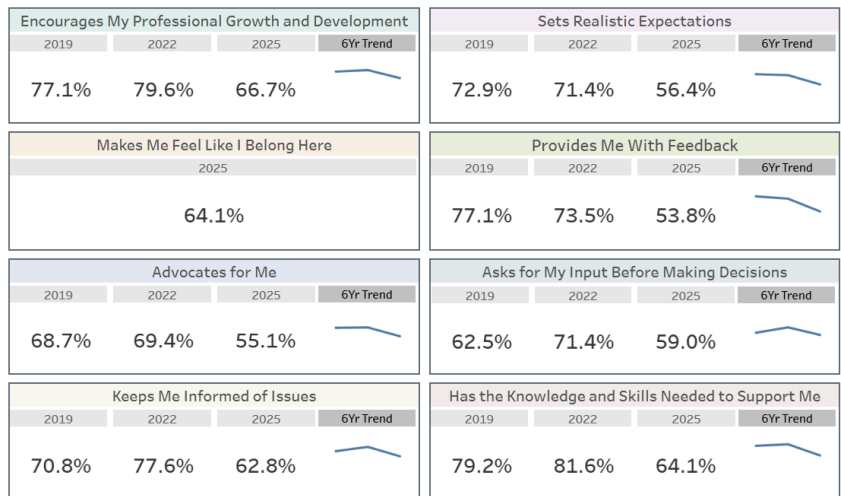
- 49.4% report their supervisor asks for their input before making decisions.
- This is one of the lower-rated leadership indicators and suggests reduced participatory engagement.
- Stable Communication
 - 64.8% report their supervisor keeps them informed of issues.
 - Although slightly declining, communication remains relatively solid.
- Strong Perception of Supervisor Competence
 - 69.6% believe their supervisor has the knowledge and skills needed to support them.
 - Despite modest decline, this remains a leadership strength.

Overall Signal:

Faculty at Bakersfield College report generally positive immediate leadership experiences, particularly in belonging, feedback, and professional growth support. However, steady declines across most indicators—especially in participatory decision-making—suggest softening confidence in supervisory engagement. Strengthening inclusive leadership practices and reinforcing shared input mechanisms may help sustain faculty confidence and morale.

Employee Perspective: Management

Management at Bakersfield College report generally positive but declining perceptions of immediate leadership effectiveness. While most indicators remain above 55%, nearly all measures show downward movement in 2025, particularly in feedback, supervisor skill confidence, and clarity of expectations.



Key Themes:

- Strong but Softening Professional Growth Support
 - 66.7% agree their supervisor encourages professional growth and development.
 - Although still relatively strong, this reflects decline since 2022.
- Declining Clarity of Expectations

Kern Community College District
KCCD 2025 Triennial Climate Survey

- 56.4% agree their supervisor sets realistic expectations.
- This represents a notable drop from prior years.
- Moderate Sense of Belonging
 - 64.1% report that their supervisor makes them feel like they belong.
 - Belonging remains a relative strength despite softening trends.
- Significant Drop in Feedback
 - 53.8% report receiving meaningful feedback.
 - This measure has declined steadily and signals potential communication gaps.
- Reduced Advocacy
 - 55.1% believe their supervisor advocates for them.
 - While still a majority, this indicator continues to trend downward.
- Decline in Participatory Decision-Making
 - 59.0% report their supervisor asks for input before making decisions.
 - Although comparatively strong, this reflects erosion from 2022.
- Weaker Communication Consistency
 - 62.8% report their supervisor keeps them informed of issues.
 - This remains above 60% but shows a downward trend.
- Declining Confidence in Supervisor Competence
 - 64.1% believe their supervisor has the knowledge and skills needed to support them.
 - This marks a meaningful drop from 2022 levels.

Overall Signal:

Management at Bakersfield College report generally solid supervisory relationships, yet consistent downward trends across feedback, advocacy, and supervisory skill confidence suggest emerging leadership strain. While foundational relationships remain intact, strengthening communication cadence, clarifying expectations, and reinforcing leadership development may help stabilize perceptions before further erosion occurs.

Cerro Coso Community College

Cerro Coso Community College reported relatively strong and stable perceptions of supervisor support in 2025.

- 74.3% agreed that supervisors encourage professional growth.
- 67.1% agreed that supervisors set realistic expectations.
- Supervisors were perceived as knowledgeable and skilled by 72.9% of respondents.
- Feedback (65.7%) and advocacy (65.7%) remained comparatively strong.
- 65.7% agreed supervisors ask for input before decisions.
- 71.4% reported that supervisors make them feel like they belong.

Encourages My Professional Growth and Development			
2019	2022	2025	6Yr Trend
72.7%	74.7%	74.3%	

Sets Realistic Expectations			
2019	2022	2025	6Yr Trend
79.3%	73.7%	67.1%	

Makes Me Feel Like I Belong Here	
2025	
71.4%	

Provides Me With Feedback			
2019	2022	2025	6Yr Trend
76.0%	66.7%	65.7%	

Advocates for Me			
2019	2022	2025	6Yr Trend
67.8%	67.7%	65.7%	

Asks for My Input Before Making Decisions			
2019	2022	2025	6Yr Trend
66.9%	66.7%	65.7%	

Keeps Me Informed of Issues			
2019	2022	2025	6Yr Trend
70.2%	68.7%	61.4%	

Has the Knowledge and Skills Needed to Support Me			
2019	2022	2025	6Yr Trend
75.0%	67.7%	72.9%	

Interpretive note:

Cerro Coso's results suggest that consistent and supportive supervisory practices may be reinforcing stronger morale, trust, and belonging at the local level. These findings align with other sections where Cerro Coso demonstrates relative strength and may offer transferable leadership practices.

Employee Perspective: Cerro Coso College: Supervisor Relations and Immediate Leadership

Employee Perspective: Classified Staff

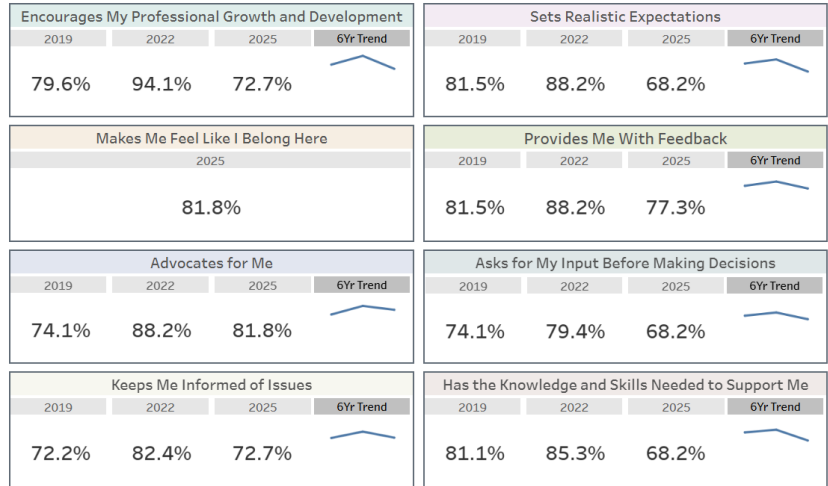
Classified staff at Cerro Coso College report strong and generally positive perceptions of their immediate supervisors. While most indicators declined from exceptionally high 2022 peaks, 2025 results remain comparatively strong across belonging, advocacy, feedback, and communication. The pattern suggests stable, supportive supervisory relationships with modest recent softening.

Key Themes:

- Strong Support for Professional Growth
 - 72.7% agree their supervisor encourages professional growth and development.
 - Although down from 2022 highs, this remains a solid strength.
- High Clarity of Expectations
 - 68.2% agree their supervisor sets realistic expectations.

Kern Community College District
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- While declining from prior peaks, expectations remain clear for a majority.



- Very Strong Sense of Belonging

- 81.8% report their supervisor makes them feel like they belong.

- This is one of the strongest indicators in this section.

- Strong Feedback Culture

- 77.3% report receiving meaningful feedback.
- Despite some decline since 2022, feedback remains a clear leadership strength.

- High Advocacy

- 81.8% believe their supervisor advocates for them.
- Advocacy remains notably strong compared to other locations.

- Participatory Decision-Making

- 68.2% report their supervisor asks for input before making decisions.
- While trending downward, this remains relatively strong.

- Consistent Communication

- 72.7% report their supervisor keeps them informed of issues.
- Communication remains steady and supportive.

- Strong Confidence in Supervisor Competence

- 68.2% believe their supervisor has the knowledge and skills needed to support them.
- Although down from 2022, this remains solid.

Overall Signal:

Classified staff at Cerro Coso College report strong supervisory relationships characterized by belonging, advocacy, and feedback. While several indicators have moderated from 2022 peaks, overall leadership

support remains a local strength. Sustaining this momentum may require continued attention to participatory engagement and clarity of expectations as institutional demands evolve.

Employee Perspective: Faculty

Faculty at Cerro Coso College report strong and improving perceptions of immediate leadership in 2025. Unlike several other locations, most supervisory indicators show upward movement since 2022, particularly in professional growth support, advocacy, input before decisions, and confidence in supervisor competence. The overall pattern suggests strengthening trust at the direct leadership level.

Key Themes:

- Strong Growth Support

- 82.1% agree their supervisor encourages professional growth and development.
- This represents a substantial increase since 2022.

Encourages My Professional Growth and Development	Sets Realistic Expectations
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
60.0% 56.9% 82.1%	72.0% 58.8% 75.0%
Makes Me Feel Like I Belong Here	Provides Me With Feedback
2025	2019 2022 2025 6Yr Trend
71.4%	64.0% 47.1% 64.3%
Advocates for Me	Asks for My Input Before Making Decisions
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
56.0% 49.0% 67.9%	52.0% 49.0% 64.3%
Keeps Me Informed of Issues	Has the Knowledge and Skills Needed to Support Me
2019 2022 2025 6Yr Trend	2019 2022 2025 6Yr Trend
58.0% 51.0% 57.1%	60.0% 49.0% 82.1%

- Clear and Improving Expectations

- 75.0% agree their supervisor sets realistic expectations.
- Expectations have strengthened since 2022.

- Strong Sense of Belonging

- 71.4% report their supervisor makes them feel like they belong.
- Belonging remains a leadership strength.

- Rebound in Feedback

- 64.3% report receiving meaningful feedback.
- Feedback has improved significantly from 2022.

- Strengthened Advocacy

- 67.9% believe their supervisor advocates for them.

Kern Community College District
KCCD 2025 Triennial Climate Survey

- Advocacy shows meaningful improvement over time.
- Increased Participatory Engagement
 - 64.3% report their supervisor asks for input before making decisions.
 - This reflects a notable increase from 2022.
- Stable Communication
 - 57.1% report their supervisor keeps them informed of issues.
 - While moderate, communication remains steady.
- Strong Confidence in Supervisor Competence
 - 82.1% believe their supervisor has the knowledge and skills needed to support them.
 - This is one of the strongest indicators in this section.

Overall Signal:

Faculty at Cerro Coso College report strengthening immediate leadership relationships characterized by high professional growth support, advocacy, and supervisor competence. The upward trends across multiple indicators suggest improving trust and alignment at the direct supervisory level, even amid broader district-level variability. Sustaining this momentum may be critical to maintaining faculty morale and engagement.

Employee Perspective: Management

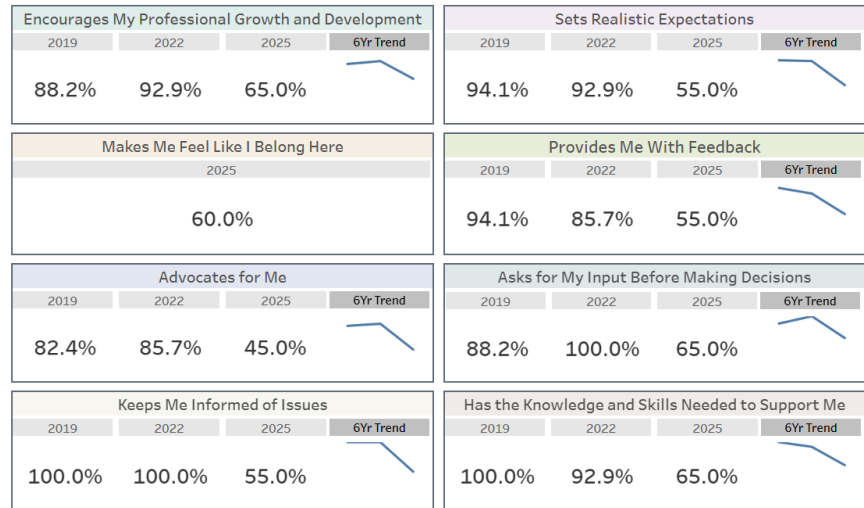
Management at Cerro Coso College report substantial declines across nearly all immediate leadership indicators in 2025 following exceptionally high 2022 ratings. While several measures remain above 55%, the magnitude of change suggests significant volatility in perceptions of supervisory support, advocacy, and communication.

Key Themes:

- Decline in Professional Growth Support
 - 65.0% agree their supervisor encourages professional growth and development.
 - This represents a sharp decline from 2022 highs.
- Reduced Clarity of Expectations
 - 55.0% agree their supervisor sets realistic expectations.
 - Expectations have declined significantly since prior cycles.
- Moderate Sense of Belonging

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- 60.0% report their supervisor makes them feel like they belong.
- While still above 50%, this reflects softening confidence.
- Significant Drop in Feedback
 - 55.0% report receiving meaningful feedback.
- This marks a steep decline from 2019 and 2022 levels.
- Sharp Decline in Advocacy
 - 45.0% believe their supervisor advocates for them.
 - This represents one of the most notable downward shifts.
- Reduced Participatory Engagement
 - 65.0% report their supervisor asks for input before making decisions.
 - Although still moderately strong, this has declined meaningfully.
- Decline in Communication Consistency
 - 55.0% report their supervisor keeps them informed of issues.
 - This reflects a substantial drop from previous cycles.
- Lower Confidence in Supervisor Competence
 - 65.0% believe their supervisor has the knowledge and skills needed to support them.
 - This is down sharply from earlier peaks.



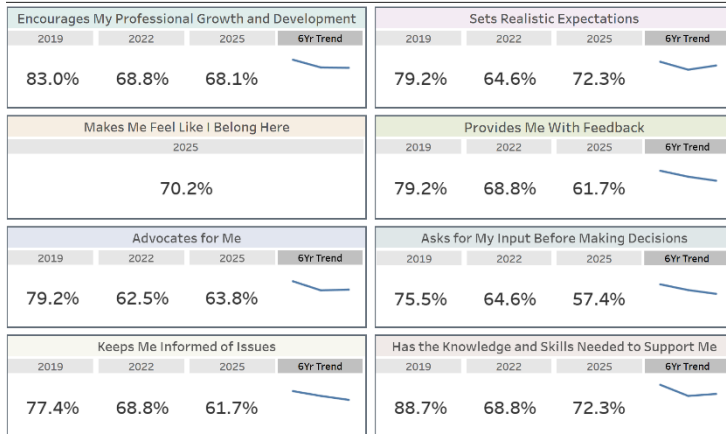
Overall Signal:

Management at Cerro Coso College report pronounced volatility in supervisory perceptions, with 2025 results significantly lower than prior highs across feedback, advocacy, communication, and expectations. While most indicators remain moderately positive, the breadth and magnitude of declines suggest potential leadership strain or organizational transition effects. Strengthening consistency in

communication, reinforcing supervisory development, and clarifying expectations may be essential to stabilizing leadership confidence at this location.

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.

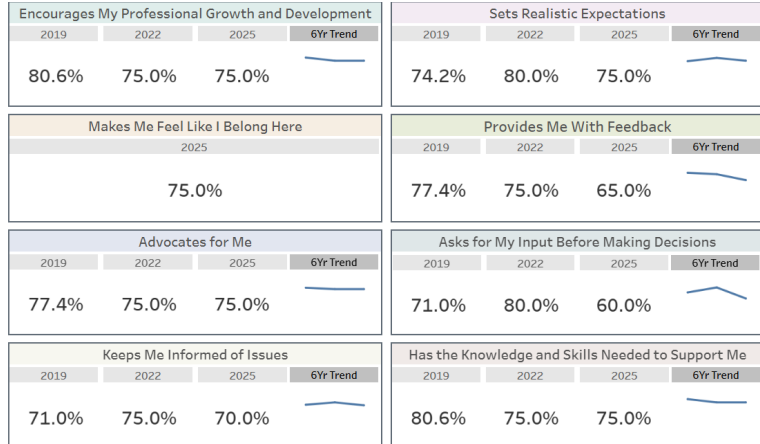
Key Themes:

- 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.

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- Strong Sense of Belonging

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



- 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.
- 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:

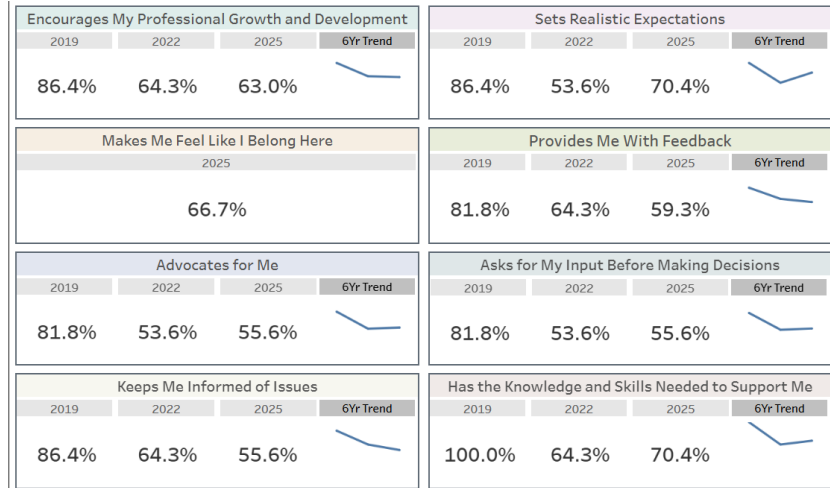
District Office classified staff report stable and generally positive supervisory relationships characterized by clarity, advocacy, and belonging. While participatory engagement and feedback have softened slightly, overall immediate leadership remains a strength at this location. Maintaining this stability 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.

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- 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.

Porterville College

Porterville College reported consistently strong supervisor relations across most indicators in 2025.

- 70.5% agreed supervisors encourage professional growth.
- 71.8% agreed supervisors set realistic expectations.
- Feedback (67.9%) and advocacy (66.7%) were reported at higher levels than many other locations.
- 64.1% agreed supervisors ask for input before decisions.
- 67.9% agreed supervisors keep them informed.
- 69.2% reported feeling a sense of belonging.
- 70.5% agreed supervisors have the skills needed to support them.

<table border="1"> <thead> <tr> <th colspan="4">Encourages My Professional Growth and Development</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>78.1%</td> <td>70.5%</td> <td></td> </tr> </tbody> </table>	Encourages My Professional Growth and Development				2019	2022	2025	6Yr Trend	74.1%	78.1%	70.5%		<table border="1"> <thead> <tr> <th colspan="4">Sets Realistic Expectations</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>75.9%</td> <td>76.9%</td> <td>71.8%</td> <td></td> </tr> </tbody> </table>	Sets Realistic Expectations				2019	2022	2025	6Yr Trend	75.9%	76.9%	71.8%	
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Interpretive note:

Porterville College’s results indicate that strong supervisor relationships may be buffering broader organizational pressures, supporting engagement and stability at the local level.

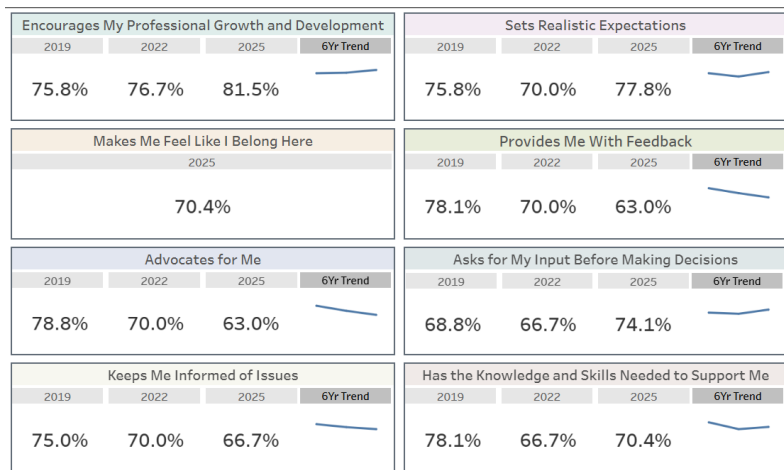
Employee Perspective: Porterville College: Supervisor Relations and Immediate Leadership

Employee Perspective: Classified Staff

Classified staff at Porterville College report generally strong and improving perceptions of immediate leadership in 2025. While some indicators have softened since 2019, several measures—particularly professional growth support and participatory decision-making—show positive momentum.

Key Themes:

- Strong and Improving Growth Support
 - 81.5% agree their supervisor encourages professional growth and development.
 - This reflects steady improvement since 2019.



- Clear Expectations
 - 77.8% agree their supervisor sets realistic expectations.
 - Expectations have rebounded from 2022 levels.
- Solid Sense of Belonging
 - 70.4% report their supervisor makes them feel like they belong.
 - Belonging remains a stable leadership strength.
- Moderate but Declining Feedback
 - 63.0% report receiving meaningful feedback.
 - While still above 60%, this measure has gradually declined since 2019.
- Softening Advocacy
 - 63.0% believe their supervisor advocates for them.

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- Advocacy has trended downward over time.
- Strong Participatory Engagement
 - 74.1% report their supervisor asks for input before making decisions.
 - This represents one of the stronger leadership indicators in 2025.
- Stable Communication
 - 66.7% report their supervisor keeps them informed of issues.
 - Communication remains consistent though slightly lower than earlier cycles.
- Solid Confidence in Supervisor Competence
 - 70.4% believe their supervisor has the knowledge and skills needed to support them.
 - This reflects improvement since 2022.

Overall Signal:

Classified staff at Porterville College report generally strong supervisory relationships characterized by growth support, participatory engagement, and clear expectations. Although feedback and advocacy have softened slightly over time, immediate leadership remains a local strength. Maintaining consistency in communication and reinforcing employee advocacy may help sustain positive supervisory perceptions moving forward.

Employee Perspective: Faculty

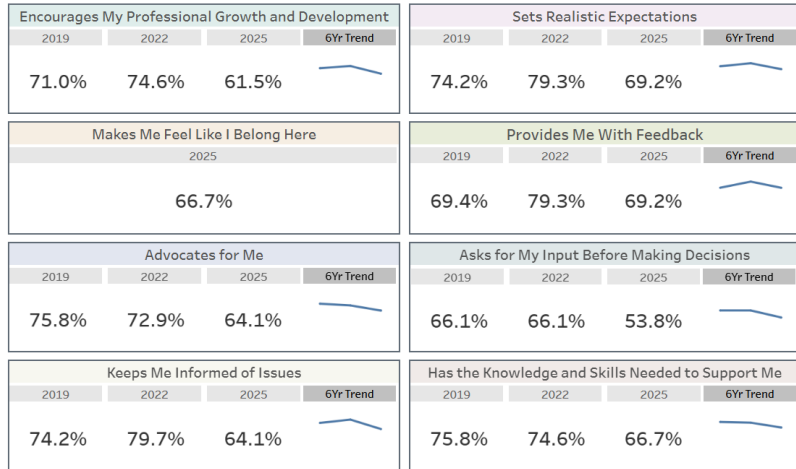
Faculty at Porterville College report generally solid supervisory relationships in 2025, though most indicators show gradual softening from 2022 highs. While feedback and communication remain comparatively strong, advocacy, participatory engagement, and professional growth support have moderated over time.

Key Themes:

- Moderate Professional Growth Support
 - 61.5% agree their supervisor encourages professional growth and development.
 - This reflects decline from 2022 and is one of the lower-rated indicators in this section.
- Clear Expectations
 - 69.2% agree their supervisor sets realistic expectations.
 - Expectations remain stable and relatively strong.
- Strong Sense of Belonging

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- 66.7% report their supervisor makes them feel like they belong.
- Belonging remains a steady leadership strength.



- Stable Feedback
 - 69.2% report receiving meaningful feedback.
 - Although slightly down from 2022, feedback remains solid.
- Declining Advocacy
 - 64.1% believe their supervisor advocates for them.
 - This reflects gradual softening since 2019.
- Reduced Participatory Decision-Making
 - 53.8% report their supervisor asks for input before making decisions.
 - This indicates moderate but declining engagement in shared decision-making.
- Softening Communication
 - 64.1% report their supervisor keeps them informed of issues.
 - Communication has trended downward from 2022 levels.
- Stable Supervisor Competence
 - 66.7% believe their supervisor has the knowledge and skills needed to support them.
 - While slightly declining, competence remains a strength.

Overall Signal:

Faculty at Porterville College report generally stable supervisory relationships characterized by belonging, feedback, and expectation clarity. However, steady declines in advocacy, growth support, and participatory engagement suggest gradual erosion in relational strength. Reinforcing inclusive leadership practices and strengthening structured professional growth conversations may help maintain faculty confidence at the supervisory level.

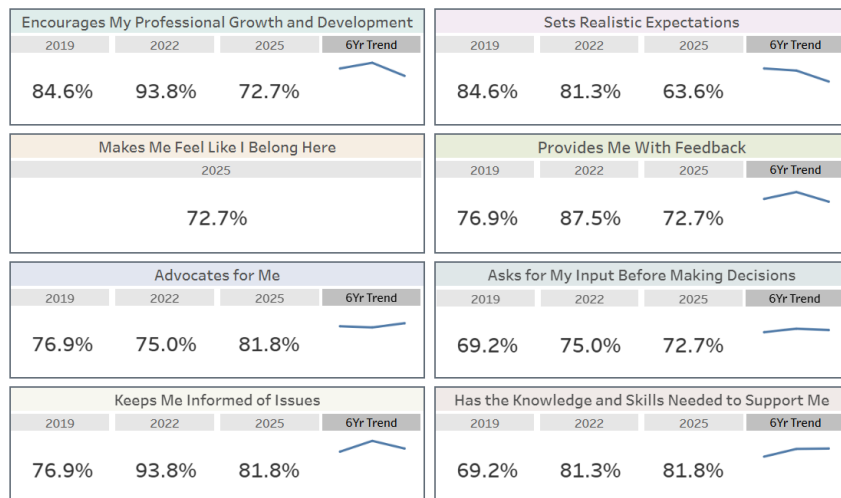
Employee Perspective: Management

Management at Porterville College report generally strong and stable supervisory relationships in 2025. While several indicators have moderated from exceptionally high 2022 peaks, most measures remain above 70%, suggesting resilient and supportive immediate leadership dynamics.

Key Themes:

- Strong Professional Growth Support

- 72.7% agree their supervisor encourages professional growth and development.
- Although down from 2022, this remains a solid strength.



- Clear Expectations

- 63.6% agree their supervisor sets realistic expectations.
- This reflects some softening but remains majority-positive.

- Strong Sense of Belonging

- 72.7% report their supervisor makes them feel like they belong.
- Belonging remains a stable leadership asset.

- Solid Feedback

- 72.7% report receiving meaningful feedback.
- While slightly below 2022 levels, feedback remains comparatively strong.

- High Advocacy

- 81.8% believe their supervisor advocates for them.
- Advocacy has strengthened since 2022 and is one of the highest-rated indicators.

- Strong Participatory Engagement
 - 72.7% report their supervisor asks for input before making decisions.
 - This reflects stable participatory leadership practices.
- Strong Communication
 - 81.8% report their supervisor keeps them informed of issues.
 - Communication remains a leadership strength.
- High Confidence in Supervisor Competence
 - 81.8% believe their supervisor has the knowledge and skills needed to support them.
 - Confidence in supervisory competence remains very strong.

Overall Signal:

Management at Porterville College report strong supervisory relationships characterized by advocacy, communication, and competence. While some measures have softened from 2022 highs, overall immediate leadership remains a clear strength at this location. Sustaining consistency in expectations and professional growth support may help maintain high managerial engagement and stability.

Cross-Location Summary: Supervisor Relations

Across locations, several patterns emerge:

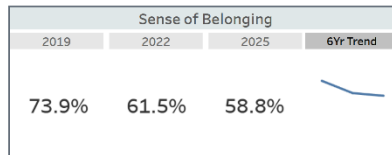
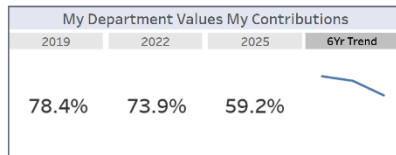
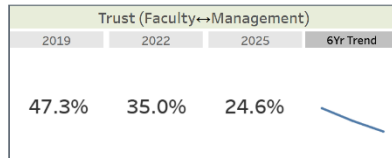
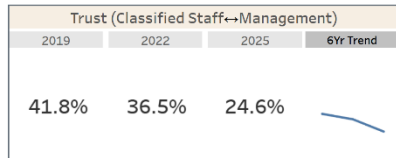
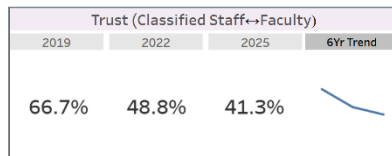
- Supervisor relations are stronger than many districtwide system measures, suggesting that immediate leadership plays a critical role in shaping employee experience.
- Bakersfield College reports comparatively weaker supervisor-related perceptions, aligning with challenges observed in morale and governance.
- Cerro Coso Community College and Porterville College demonstrate stronger supervisory support, potentially mitigating broader system-level strain.
- District Office supervisor relations appear to provide stability despite districtwide trust challenges.

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

Bakersfield College

Bakersfield College reported the lowest levels of agreement across most relationship and trust indicators in 2025.



- Agreement that employees respect each other declined to 49.6%, down from 74.1% in 2019.
- Trust across all employee groups declined sharply:
 - Classified–faculty trust decreased to 41.3%.
 - Classified–management trust declined to 24.6%.
 - Faculty–management trust also declined to 24.6%.

- Fewer respondents agreed that their department values their contributions (59.2%).
- Sense of belonging declined to 58.8%.

Interpretive note:

Bakersfield College’s results indicate challenges related to interpersonal trust, recognition, and belonging, particularly in relationships involving management. Given the college’s size and complexity, these findings highlight the need for intentional, locally tailored strategies to strengthen communication, rebuild trust, and support employee engagement.

Employee Perspective: Bakersfield College: Work Location Relationships and Belonging

Employee Perspective: Classified Staff

Classified staff at Bakersfield College report substantial erosion in interpersonal trust and mutual respect since 2019. While over half still report a sense of belonging, cross-role trust indicators have declined sharply, particularly between employee groups and management. The pattern suggests weakening relational cohesion at the institutional level.

Key Themes:

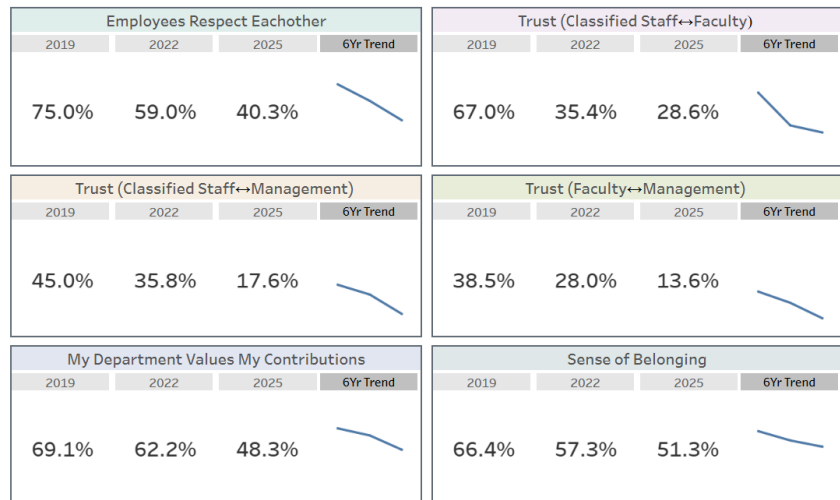
- Sharp Decline in Perceived Respect
 - 40.3% agree that employees respect each other.
 - This represents a 35-point decline since 2019.
- Erosion of Cross-Role Trust
 - Trust between classified staff and faculty stands at 28.6%.

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- Trust between classified staff and management declined to 17.6%.

- Trust between faculty and management is even lower at 13.6%.

- These figures reflect significant deterioration in cross-functional relationships.



- Decline in Feeling Valued at Department Level
 - 48.3% agree their department values their contributions.
 - This reflects steady decline since 2019.
- Moderate but Declining Sense of Belonging
 - 51.3% report a sense of belonging.
 - While still above 50%, this indicator has gradually softened over time.

Overall Signal:

Classified staff at Bakersfield College report meaningful strain in workplace relationships, particularly across employee groups and management. The combination of declining mutual respect, low cross-role trust, and reduced departmental affirmation suggests relational fragmentation. Strengthening cross-functional collaboration, improving transparency, and reinforcing recognition at the department level may be essential to rebuilding trust and cohesion.

Employee Perspective: Faculty

Faculty at Bakersfield College report partial recovery in peer respect since 2022, alongside continued strain in cross-role trust—particularly between employee groups and management. While departmental value and belonging remain above 60%, most indicators remain below 2019 levels, suggesting incomplete relational recovery.

Key Themes:

- Partial Rebound in Perceived Respect
 - 57.1% agree that employees respect each other.

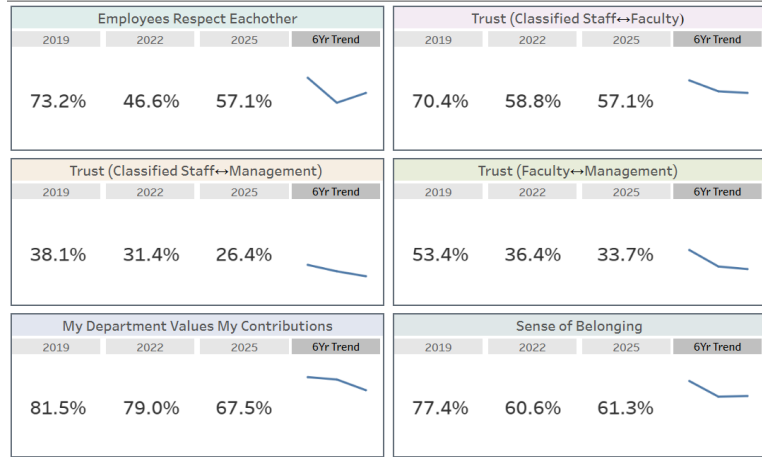
Kern Community College District
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- This reflects improvement from 2022 but remains well below 2019 levels.

- Stable but Softened Peer Trust

- Trust between classified staff and faculty stands at 57.1%.

- While lower than 2019, peer trust remains comparatively strong relative to other cross-role measures.



- Declining Trust in Management

- Trust between classified staff and management is 26.4%.
- Trust between faculty and management stands at 33.7%.
- Both indicators show continued erosion over time.

- Strong Departmental Value

- 67.5% agree their department values their contributions.
- Although declining since 2019, this remains a relative strength.

- Moderate Sense of Belonging

- 61.3% report a sense of belonging.
- Belonging has stabilized since 2022 but remains below pre-2020 levels.

Overall Signal:

Faculty at Bakersfield College report stable peer relationships and strong departmental value, but weakened cross-role trust—particularly with management. The divergence between internal departmental strength and broader institutional trust suggests relational strain at structural levels rather than within immediate teams. Strengthening transparency, reinforcing collaborative governance, and rebuilding cross-functional trust may be critical to improving overall cohesion.

Employee Perspective: Management

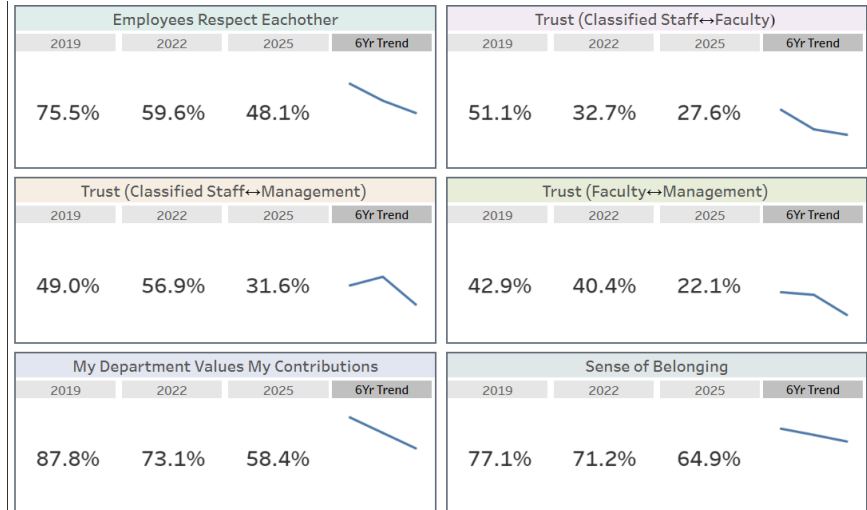
Management at Bakersfield College report continued erosion in mutual respect and cross-role trust in 2025. While departmental value and belonging remain above 50%, all trust indicators—particularly

those involving management relationships—have declined substantially since 2019. The pattern suggests structural strain in cross-functional collaboration.

Key Themes:

- **Decline in Perceived Respect**

- 48.1% agree that employees respect each other.
- This reflects a steep decline from 2019 levels.



- **Weakening Cross-Role Trust**

- Trust between classified staff and faculty stands at 27.6%.
- Trust between classified staff and management is 31.6%, down significantly from 2022.
- Trust between faculty and management is 22.1%, continuing a downward trend.
- These figures indicate pronounced relational fragmentation.

- **Declining Departmental Value**

- 58.4% agree their department values their contributions.
- Although still above 50%, this measure has declined sharply over time.

- **Softening Sense of Belonging**

- 64.9% report a sense of belonging.
- While comparatively stronger than trust indicators, belonging has gradually eroded since 2019.

Overall Signal:

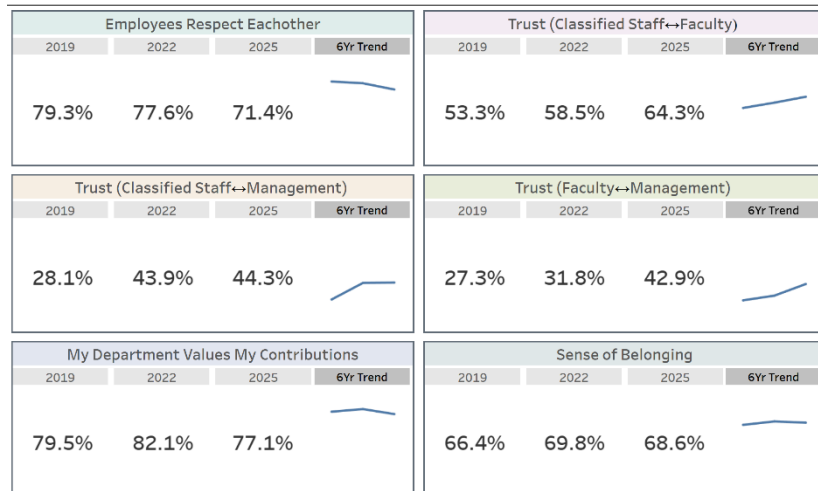
Management at Bakersfield College report weakening relational trust across employee groups, particularly in management-related relationships. While departmental belonging remains relatively stable, declining perceptions of respect and cross-role trust suggest systemic relational strain.

Rebuilding collaboration, strengthening transparency in decision-making, and reinforcing shared accountability across employee groups may be essential to restoring institutional cohesion.

Cerro Coso Community College

Cerro Coso Community College stands out for showing consistency or improving trust across employee groups in 2025.

- Agreement that employees respect each other remained high at 71.4%, the highest among all locations.
- Trust improved across all three measures:
 - Classified–faculty trust increased to 64.3%.
 - Classified–management trust increased to 44.3%.
 - Faculty–management trust increased substantially to 42.9%.
- A strong majority agreed that their department values their contributions (77.1%).
- Sense of belonging remained stable at 68.6%.



Interpretive note:

Cerro Coso’s upward trends in trust across employee groups suggest that local leadership practices, communication norms, or organizational structures may be fostering stronger cross-role relationships. These results provide an opportunity to identify and share effective practices that could inform districtwide efforts to strengthen trust.

Employee Perspective: Cerro Coso College: Workplace Relationships, Trust, and Belonging

Employee Perspective: Classified Staff

Classified staff at Cerro Coso College report strong and improving relational climate indicators in 2025. Unlike several other locations, most trust measures show recovery or growth since 2022, particularly in cross-role trust and sense of belonging. The overall pattern suggests strengthening cohesion and collaborative culture at the local level.

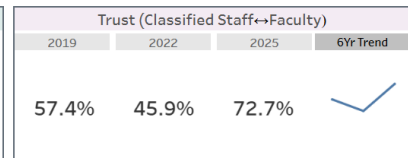
Key Themes:

- High Perceived Respect
 - 77.3% agree that employees respect each other.

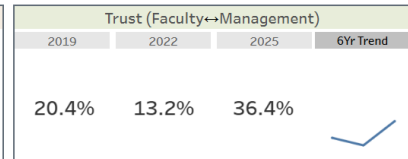
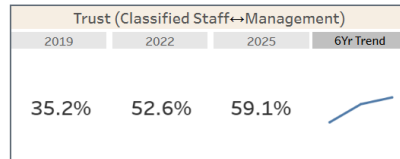
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- While slightly below 2022 peaks, respect remains comparatively strong.
- Strong Rebound in Cross-Role Trust

- Trust between classified staff and faculty stands at 72.7%, a substantial increase since 2022.



- Trust between classified staff and management increased to 59.1%, reflecting steady improvement.



- Improved Trust in Management

- Trust between faculty and management rose to 36.4%, a notable increase from prior cycles.
- While still moderate, the upward trend signals improving cross-functional alignment.

- Strong Departmental Value

- 81.8% agree their department values their contributions.
- This indicator has remained consistently strong across cycles.

- Very Strong Sense of Belonging

- 86.4% report a sense of belonging.
- This is one of the highest relational indicators across all locations and employee groups.

Overall Signal:

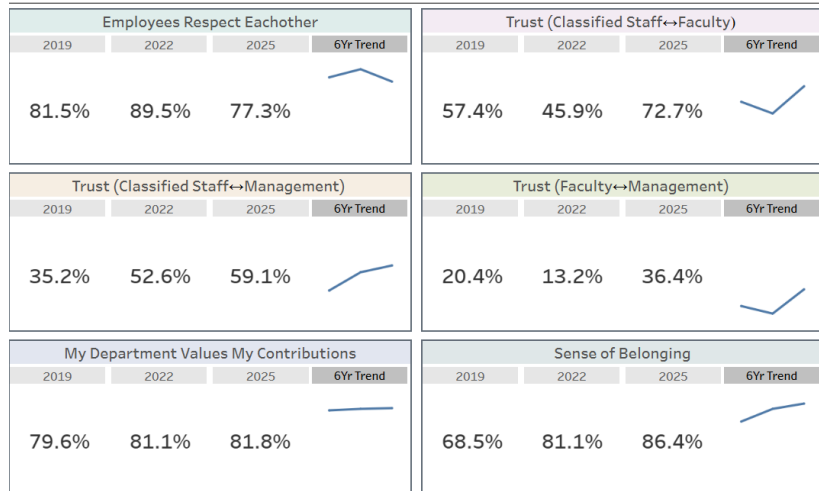
Classified staff at Cerro Coso College report a strong and improving relational climate characterized by high mutual respect, strengthened cross-role trust, and a robust sense of belonging. The upward momentum across multiple trust indicators suggests healthy local collaboration and positive team dynamics. Maintaining this cohesion may depend on continued transparent communication and reinforcement of shared institutional goals.

Employee Perspective: Faculty

Faculty at Cerro Coso College report strong and improving relational indicators in 2025. Most measures remain high relative to district averages, with notable gains in cross-role trust and belonging. While perceived respect has moderated slightly from 2022 peaks, overall relational climate remains a clear local strength.

Key Themes:

- High Perceived Respect
 - 77.3% agree that employees respect each other.
 - Although slightly below 2022, this remains a strong indicator.



- Strong Rebound in Cross-Role Trust
 - Trust between classified staff and faculty stands at 72.7%, reflecting substantial improvement.
 - Trust between classified staff and management increased to 59.1%, continuing upward momentum.
- Improved Trust in Management
 - Trust between faculty and management rose to 36.4%, marking meaningful improvement from prior cycles.
 - While still moderate, the trend signals strengthening collaboration.
- Strong Departmental Value
 - 81.8% agree their department values their contributions.
 - This remains one of the strongest relational indicators.
- Very Strong Sense of Belonging
 - 86.4% report a sense of belonging.
 - Belonging has steadily increased and is among the highest ratings across groups.

Overall Signal:

Faculty at Cerro Coso College report a strong and cohesive relational climate characterized by high respect, improving cross-role trust, and a robust sense of belonging. The upward trajectory across trust and belonging indicators suggests healthy collaboration and positive local culture. Sustaining this environment may depend on continued participatory engagement and reinforcement of inclusive leadership practices.

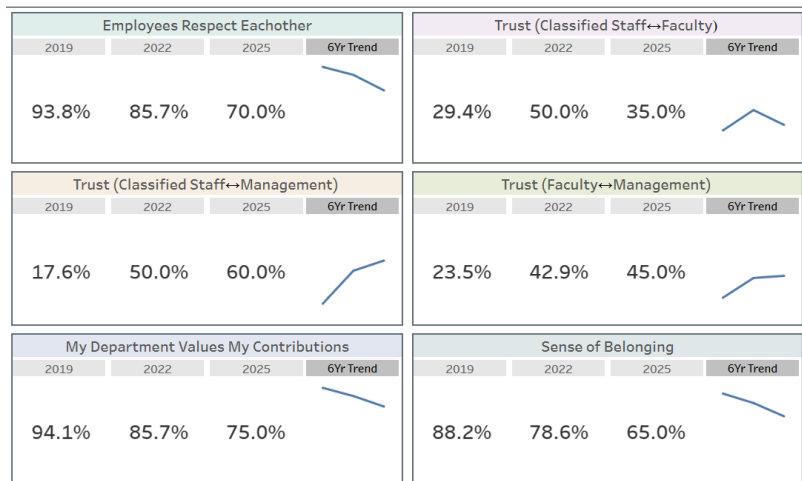
Employee Perspective: Management

Management at Cerro Coso College report strong but shifting relational dynamics in 2025. While cross-role trust with management has improved markedly since 2019, broader indicators such as mutual respect, departmental value, and belonging have moderated from earlier highs. The pattern reflects strengthening vertical trust (with management) alongside softening peer-level cohesion.

Key Themes:

- **Decline in Perceived Mutual Respect**

- 70.0% agree that employees respect each other.
- Although still strong, this reflects a notable decline from 2019 and 2022 levels.



- **Mixed Cross-Role Trust**

- Trust between classified staff and faculty stands at 35.0%, below 2022 levels.
- Trust between classified staff and management increased significantly to 60.0%, reflecting strong recovery since 2019.
- Trust between faculty and management rose to 45.0%, showing steady improvement.

- **Strong but Moderating Departmental Value**

- 75.0% agree their department values their contributions.
- While lower than earlier cycles, this remains a strong indicator.

- **Declining Sense of Belonging**

- 65.0% report a sense of belonging.

- This reflects continued decline since 2019, though still above 50%.

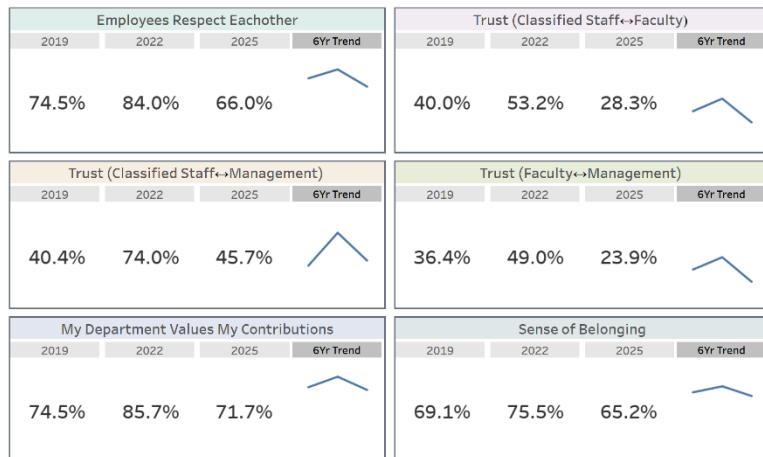
Overall Signal:

Management at Cerro Coso College report strengthening trust in management relationships and strong departmental value, yet declines in mutual respect and belonging suggest some softening in broader relational cohesion. The upward trend in trust between employee groups and management indicates improved leadership alignment, while continued attention to cross-role collaboration and shared culture may be important to sustain overall workplace cohesion.

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.

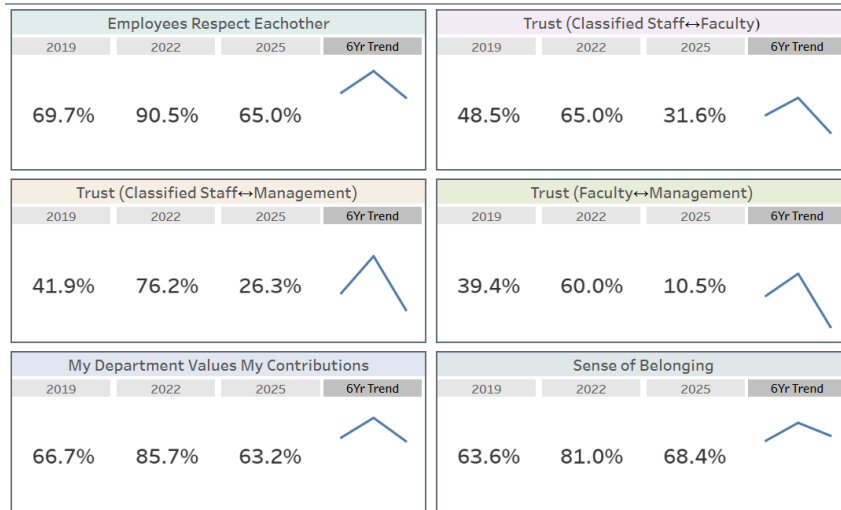
Key Themes:

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

- 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.

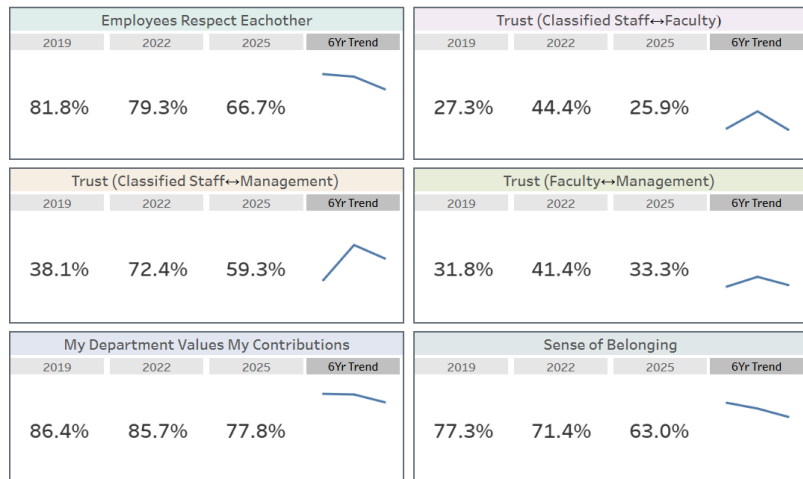
Employee Perspective: Management

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.

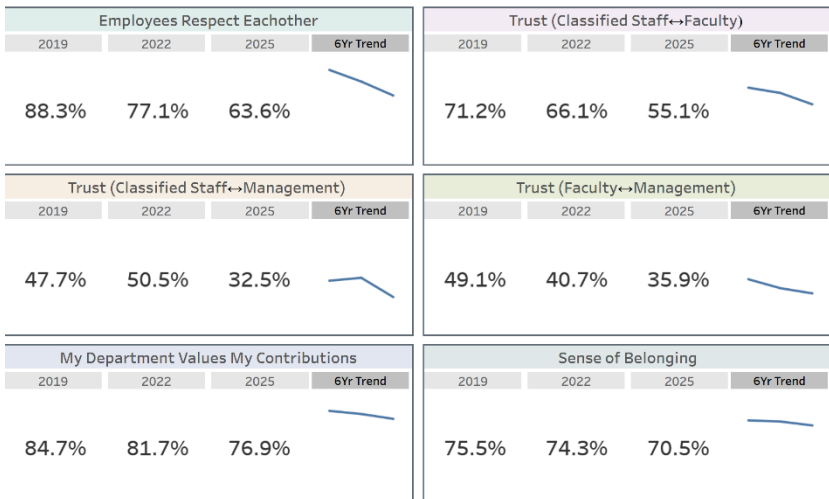
Strengthening transparency, reinforcing shared governance, and promoting cross-functional engagement may help stabilize relational confidence.

Porterville College

Porterville College continues to demonstrate relatively strong interpersonal relationships, despite declines in trust over time.

- Agreement that employees respect each other declined from 88.3% (2019) to 63.6% (2025).
- Trust measures showed mixed results:

- Classified–faculty trust remained comparatively strong at 55.1%, the highest among all locations.
- Classified–management trust declined to 32.5%.
- Faculty–management trust declined to 35.9%.



- A substantial majority of respondents agreed that their department values their contributions (76.9%).
- Sense of belonging remained high relative to other locations at 70.5%.

Interpretive note:

Porterville College’s results suggest that peer and departmental relationships remain a stabilizing force, even as trust in management relationships has declined. These conditions may support locally driven engagement strategies that reinforce belonging while addressing communication and leadership transparency.

Employee Perspective: Porterville College: Workplace Relationships, Trust, and Belonging

Employee Perspective: Classified Staff

Classified staff at Porterville College report substantial declines in mutual respect and cross-role trust in 2025. While departmental value and belonging remain moderately strong, trust indicators—particularly involving management—have weakened considerably since 2022. The overall pattern suggests strain in institutional relationships despite some stability within departments.

Key Themes:

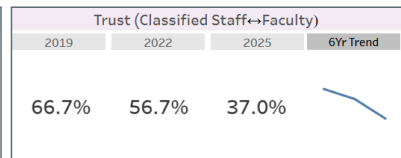
- Sharp Decline in Perceived Respect

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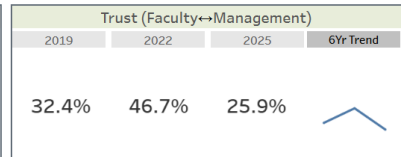
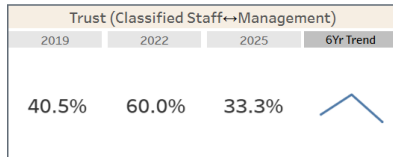
- 51.9% agree that employees respect each other.
- This reflects a significant drop from both 2019 and 2022 levels.

- Erosion of Cross-Role Trust

- Trust between classified staff and faculty stands at 37.0%, down notably from 2019.



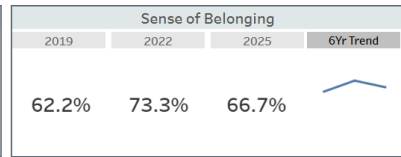
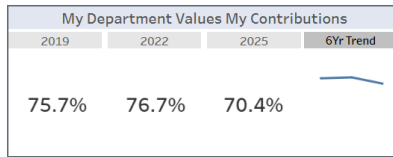
- Trust between classified staff and management is 33.3%, reflecting sharp decline from 2022.



- Trust between faculty and management stands at 25.9%, indicating continued strain in vertical relationships.

- Moderate Departmental Value

- 70.4% agree their department values their contributions.
- While lower than prior years, this remains a relative strength compared to broader trust measures.



- Stable but Softened Sense of Belonging

- 66.7% report a sense of belonging.
- Belonging has moderated since 2022 but remains above 60%.

Overall Signal:

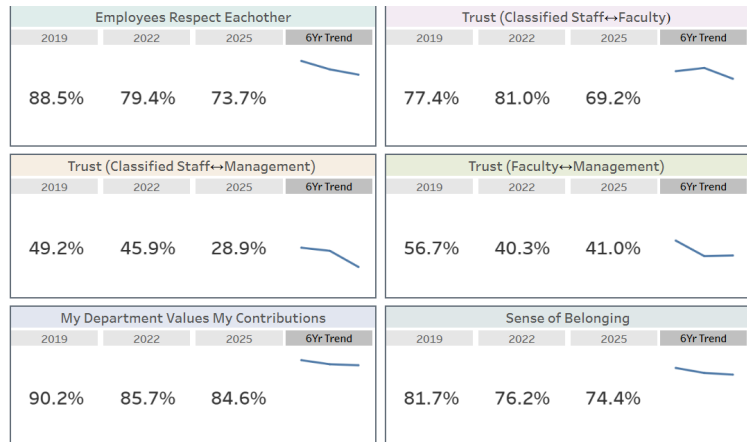
Classified staff at Porterville College report weakening cross-functional trust and reduced perceptions of mutual respect, even as departmental value and belonging remain moderately strong. The divergence between internal department cohesion and broader institutional trust suggests relational fragmentation at structural levels. Rebuilding cross-role collaboration, strengthening communication transparency, and reinforcing shared accountability may be critical to restoring confidence and cohesion.

Employee Perspective: Faculty

Faculty at Porterville College report generally strong peer relationships and departmental cohesion in 2025, alongside weakening trust with management. While mutual respect and belonging remain solid, vertical trust indicators have softened over time, suggesting strain in faculty–management relationships.

Key Themes:

- Strong Peer Respect
 - 73.7% agree that employees respect each other.
 - Although declining from 2019, this remains relatively strong.



- Solid Peer Trust
 - Trust between classified staff and faculty stands at 69.2%.
 - While slightly down from 2022, cross-role peer trust remains healthy.
- Declining Trust with Management
 - Trust between classified staff and management is 28.9%, reflecting continued erosion.
 - Trust between faculty and management stands at 41.0%, relatively stable but below 2019 levels.
- Strong Departmental Value
 - 84.6% agree their department values their contributions.
 - This remains one of the strongest indicators in this section.
- Moderate but Softening Belonging
 - 74.4% report a sense of belonging.
 - While lower than 2019, belonging remains comparatively strong.

Overall Signal:

Faculty at Porterville College report strong internal departmental cohesion and peer relationships, with a solid sense of belonging. However, declining trust with management suggests vertical relationship strain. The divergence between strong departmental value and weaker management trust indicates a

need to reinforce transparency, strengthen collaborative governance, and rebuild confidence in leadership alignment.

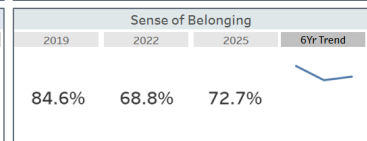
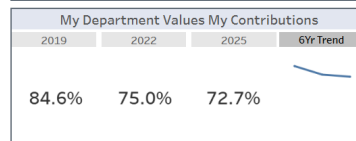
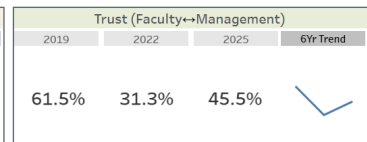
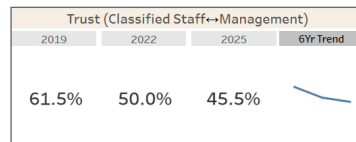
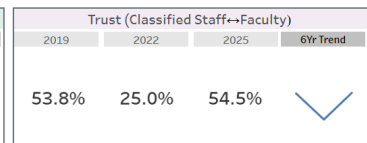
Employee Perspective: Management

Management at Porterville College report moderate relational strength in 2025, with partial recovery in cross-role trust compared to 2022, but continued softening from 2019 highs. While departmental value and belonging remain relatively strong, trust between employee groups and management remains uneven.

Key Themes:

- Moderate Peer Respect

- 63.6% agree that employees respect each other.
- This reflects improvement from 2022 but remains below 2019 levels.



- Rebound in Cross-Role Trust (Classified ↔ Faculty)

- Trust between classified staff and faculty stands at 54.5%, recovering from 2022.
- This suggests improving peer collaboration.

- Softening Trust with Management

- Trust between classified staff and management is 45.5%, below 2019 levels.
- Trust between faculty and management also stands at 45.5%, reflecting recovery from 2022 but still below earlier peaks.

- Strong Departmental Value

- 72.7% agree their department values their contributions.
- Although declining from 2019, this remains a relative strength.

- Moderate Sense of Belonging

- 72.7% report a sense of belonging.
- While below 2019 levels, belonging has stabilized since 2022.

Overall Signal:

Management at Porterville College report improving peer trust and relatively strong departmental cohesion, yet vertical trust with management remains moderated compared to earlier years. The rebound in cross-role trust suggests relational repair at the peer level, but sustained efforts in leadership transparency and collaborative governance may be necessary to fully restore institutional cohesion.

Cross-Location Summary: Relationships and Belonging

Across locations, several key patterns emerge:

- Department-level appreciation remains stronger than cross-group trust at all locations.
- Trust involving management is consistently lower than peer trust, particularly at the District Office and Bakersfield College.
- Cerro Coso Community College demonstrates comparatively strong and improving trust across employee groups, suggesting promising local practices.
- Differences across locations reinforce the importance of context-sensitive approaches to strengthening relationships and belonging.

Decision-Making, Governance, and Communication

This subsection examines how employees at each work location perceive opportunities for participation, consultation, governance, and communication, as well as the effectiveness of decision-making processes. Results show substantial variation across locations, highlighting areas where local governance practices and communication structures may be supporting or constraining employee engagement.

Bakersfield College

Bakersfield College reported the lowest levels of agreement across nearly all decision-making and governance measures in 2025.

- Satisfaction with participation opportunities declined to 29.2%.
- Only 16.9% of respondents agreed that employees are sufficiently involved in decision-making.
- Agreement that employees feel consulted and listened to dropped to 22.6%.
- Governance communication weakened:
 - 46.1% agreed that representatives keep them informed.
 - 36.7% agreed that representatives ask for their input.
- Perceptions that management considers faculty and staff concerns declined to 25.3%.
- Understanding of the decision-making process dropped to 34.8%, and only 25.1% agreed the process is effective.

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- Information flow reached its lowest levels, with 22.0% reporting effective upward flow and 20.6% downward flow.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
45.1%	35.0%	29.2%		

Employees are Sufficiently Involved in Decision-Making			
2019	2022	2025	6Yr Trend
28.7%	25.0%	16.9%	

I Feel Consulted and Listened to Regarding Decisions			
2019	2022	2025	6Yr Trend
49.0%	39.1%	22.6%	

Representatives on Governance Committees Keep Me Informed			
2019	2022	2025	6Yr Trend
61.2%	61.0%	46.1%	

Representatives on Governance Committees Ask for My Input			
2019	2022	2025	6Yr Trend
45.5%	51.1%	36.7%	

Management/Administration Considers Faculty and Staff Concerns			
2019	2022	2025	6Yr Trend
37.8%	33.1%	25.3%	

Relevant Information is Effectively Communicated			
2019	2022	2025	6Yr Trend
49.3%	39.1%	29.5%	

I Understand the Decision Making Process at My Work Location			
2019	2022	2025	6Yr Trend
57.8%	51.2%	34.8%	

The Decision Making Process is Effective			
2019	2022	2025	6Yr Trend
43.2%	38.8%	25.1%	

Information Flows Well Upward			
2019	2022	2025	6Yr Trend
34.7%	31.5%	22.0%	

Information Flows Well Downward			
2019	2022	2025	6Yr Trend
38.0%	30.5%	20.6%	

Interpretive note:

These findings indicate significant challenges related to participation, transparency, and trust in governance processes at Bakersfield College. Given the college’s size and complexity, these results underscore the importance of intentional communication strategies, clear decision pathways, and visible feedback loops to support employee engagement and strategic implementation.

Employee Perspective: Bakersfield College: Decision-Making, Governance, and Communication

Employee Perspective: Classified Staff

Classified staff at Bakersfield College report low and declining confidence in participatory governance and decision-making processes in 2025. Nearly every indicator in this section shows downward movement since 2022, with particularly sharp drops in feeling consulted, understanding processes, and belief in decision-making effectiveness. The pattern reflects diminished confidence in voice, transparency, and institutional responsiveness.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
24.8%	21.9%	16.8%		

Employees are Sufficiently Involved in Decision-Making			
2019	2022	2025	6Yr Trend
13.8%	21.9%	11.8%	

I Feel Consulted and Listened to Regarding Decisions			
2019	2022	2025	6Yr Trend
40.4%	39.7%	16.8%	

Representatives on Governance Committees Keep Me Informed			
2019	2022	2025	6Yr Trend
43.5%	41.1%	29.1%	

Representatives on Governance Committees Ask for My Input			
2019	2022	2025	6Yr Trend
25.7%	28.8%	22.7%	

Management/Administration Considers Faculty and Staff Concerns			
2019	2022	2025	6Yr Trend
23.1%	28.0%	17.6%	

Relevant Information is Effectively Communicated			
2019	2022	2025	6Yr Trend
40.2%	37.0%	27.7%	

I Understand the Decision Making Process at My Work Location			
2019	2022	2025	6Yr Trend
51.4%	57.3%	32.8%	

The Decision Making Process is Effective			
2019	2022	2025	6Yr Trend
40.7%	44.4%	25.2%	

Information Flows Well Upward			
2019	2022	2025	6Yr Trend
25.7%	30.5%	19.3%	

Information Flows Well Downward			
2019	2022	2025	6Yr Trend
26.9%	24.4%	18.5%	

Key Themes:

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- **Low Satisfaction with Participation**
 - Only 16.8% are satisfied with opportunities to participate in key institutional decisions.
 - This continues a steady decline since 2019.
- **Limited Perception of Involvement**
 - 11.8% agree employees are sufficiently involved in decision-making.
 - This is one of the lowest-rated indicators in the section.
- **Sharp Drop in Feeling Consulted**
 - 16.8% feel consulted and listened to regarding decisions.
 - This represents a substantial decline from prior cycles.
- **Weakened Governance Communication**
 - 29.1% say governance representatives keep them informed.
 - 22.7% report representatives ask for their input.
 - Both measures reflect limited engagement in governance structures.
- **Low Confidence in Administrative Consideration**
 - 17.6% believe management/administration considers faculty and staff concerns.
 - This signals low perceived responsiveness.
- **Declining Communication Effectiveness**
 - 27.7% believe relevant information is effectively communicated.
 - Communication confidence has steadily weakened.
- **Reduced Understanding and Effectiveness**
 - 32.8% report understanding the decision-making process.
 - Only 25.2% believe the process is effective.
 - The gap between understanding and perceived effectiveness remains significant.
- **Weak Information Flow**
 - 19.3% report information flows well upward.

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- 18.5% report information flows well downward.
- Bidirectional communication is viewed as constrained.

Overall Signal:

Classified staff at Bakersfield College report limited participation, low consultation, and weak confidence in governance effectiveness. The consistently low ratings across involvement, responsiveness, and communication suggest structural barriers to engagement. Strengthening participatory pathways, clarifying decision processes, and visibly responding to staff input may be critical to restoring confidence in institutional governance at this location.

Employee Perspective: Faculty

Faculty at Bakersfield College report declining confidence in participatory governance, administrative responsiveness, and communication effectiveness in 2025. While governance representatives are still viewed as relatively informative, perceptions of consultation, involvement, and decision effectiveness have weakened considerably since 2019.

Key Themes:

- Decline in Satisfaction with Participation
 - 35.2% are satisfied with opportunities to participate in key institutional decisions.
 - This remains well below 2019 levels.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
52.9%	33.5%	35.2%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
31.4%	23.8%	20.9%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
53.8%	34.4%	20.4%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
74.1%	70.6%	65.4%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
56.9%	61.7%	52.8%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
38.4%	26.7%	20.4%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
54.3%	37.0%	28.4%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
57.7%	44.8%	34.6%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
41.8%	33.5%	22.2%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
35.8%	30.1%	20.4%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
43.4%	29.9%	21.6%		

- Limited Perception of Sufficient Involvement
 - 20.9% agree employees are sufficiently involved in decision-making.
 - This reflects continued erosion over time.
- Sharp Drop in Feeling Consulted
 - Only 20.4% feel consulted and listened to regarding decisions.
 - This represents one of the most significant declines in this section.
- Governance Communication Remains Moderate

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- 65.4% say governance representatives keep them informed.
- 52.8% report representatives ask for their input.
- These remain stronger than other governance indicators but have softened since 2019.
- Low Confidence in Administrative Consideration
 - 20.4% believe management/administration considers faculty and staff concerns.
 - Perceived responsiveness remains low.
- Declining Communication Effectiveness
 - 28.4% believe relevant information is effectively communicated.
 - This reflects a steady downward trend.
- Reduced Understanding and Perceived Effectiveness
 - 34.6% report understanding the decision-making process.
 - Only 22.2% believe the decision-making process is effective.
 - The gap between understanding and effectiveness remains pronounced.
- Weak Information Flow
 - 20.4% report information flows well upward.
 - 21.6% report information flows well downward.
 - Bidirectional communication remains constrained.

Overall Signal:

Faculty at Bakersfield College report diminished confidence in institutional governance, particularly in areas of consultation, involvement, and responsiveness. While governance representatives remain relatively visible, broader perceptions of decision-making effectiveness and administrative consideration are low. Strengthening participatory processes, reinforcing feedback loops, and visibly incorporating faculty input into institutional decisions may be critical to restoring confidence in governance at this location.

Employee Perspective: Management

Management at Bakersfield College report substantial declines in participatory governance confidence in 2025. While satisfaction and understanding remain higher than among other employee groups, nearly every indicator has declined since 2019 and 2022—particularly involvement, information flow, and perceived effectiveness of decision-making.

Key Themes:

- Declining Satisfaction with Participation
 - 35.9% are satisfied with opportunities to participate in key institutional decisions.
 - This reflects a sharp drop from prior cycles.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions			
2019	2022	2025	6Yr Trend
60.4%	60.0%	35.9%	

Employees are Sufficiently Involved in Decision-Making			
2019	2022	2025	6Yr Trend
52.1%	34.0%	16.7%	

I Feel Consulted and Listened to Regarding Decisions			
2019	2022	2025	6Yr Trend
50.0%	56.0%	35.9%	

Representatives on Governance Committees Keep Me Informed			
2019	2022	2025	6Yr Trend
50.0%	54.0%	31.2%	

Representatives on Governance Committees Ask for My Input			
2019	2022	2025	6Yr Trend
45.8%	44.0%	24.4%	

Management/Administration Considers Faculty and Staff Concerns			
2019	2022	2025	6Yr Trend
67.3%	65.4%	47.4%	

Relevant Information is Effectively Communicated			
2019	2022	2025	6Yr Trend
50.0%	50.0%	34.6%	

I Understand the Decision Making Process at My Work Location			
2019	2022	2025	6Yr Trend
72.9%	65.4%	38.5%	

The Decision Making Process is Effective			
2019	2022	2025	6Yr Trend
54.2%	50.0%	30.8%	

Information Flows Well Upward			
2019	2022	2025	6Yr Trend
51.1%	38.5%	29.5%	

Information Flows Well Downward			
2019	2022	2025	6Yr Trend
41.7%	42.3%	21.8%	

- Significant Drop in Perceived Involvement
 - Only 16.7% believe employees are sufficiently involved in decision-making.
 - This is one of the lowest ratings in the section.
- Reduced Feeling of Consultation
 - 35.9% feel consulted and listened to regarding decisions.
 - While higher than classified and faculty, this measure has declined considerably.
- Weakened Governance Communication
 - 31.2% say governance representatives keep them informed.
 - 24.4% report representatives ask for their input.
 - Both measures show steady erosion.
- Decline in Perceived Administrative Responsiveness
 - 47.4% believe management/administration considers faculty and staff concerns.
 - Although higher than other groups, this represents a notable decline.
- Lower Communication Effectiveness
 - 34.6% believe relevant information is effectively communicated.

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- This continues a downward trend.
- Sharp Decline in Understanding and Effectiveness
 - 38.5% report understanding the decision-making process.
 - Only 30.8% believe the process is effective.
 - Confidence in effectiveness has weakened substantially.
- Constrained Information Flow
 - 29.5% report information flows well upward.
 - 21.8% report information flows well downward.
 - Both measures indicate limited bidirectional communication.

Overall Signal:

Management at Bakersfield College report declining confidence in participatory governance, responsiveness, and communication effectiveness. Although their ratings remain somewhat higher than other employee groups, the consistent downward trend across nearly all indicators signals systemic strain in decision-making structures. Strengthening transparent feedback loops, clarifying governance roles, and visibly incorporating management input into institutional decisions may be essential to stabilizing confidence at this level.

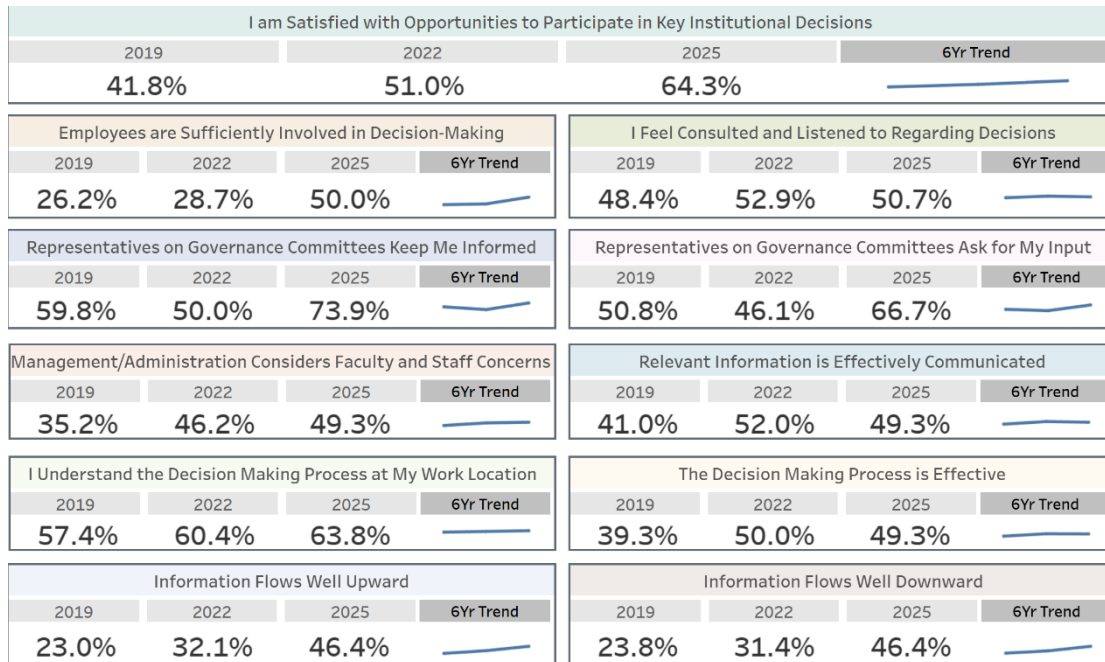
Cerro Coso Community College

Cerro Coso Community College reported notable improvement across nearly all decision-making and governance indicators in 2025.

- Satisfaction with opportunities to participate in key institutional decisions increased to 64.3%, up from 41.8% in 2019.
- Agreement that employees are sufficiently involved in decision-making rose to 50.0%, nearly doubling since 2019.
- Feeling consulted and listened to remained relatively strong at 50.7%.
- Governance communication improved substantially:
 - 73.9% agreed that governance representatives keep them informed.
 - 66.7% agreed that representatives ask for their input.
- Perceptions of management considering faculty and staff concerns increased to 49.3%.
- Understanding of the decision-making process reached 63.8%, while agreement that the process is effective rose to 49.3%.

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- Both upward and downward information flow improved markedly, reaching 46.4%.



Interpretive note:

Cerro Coso’s results suggest that clear governance structures, communication practices, and follow-through are positively shaping employee perceptions of participation and decision-making. These patterns align closely with the Strategic Plan’s emphasis on transparency, adaptability, and stakeholder engagement, and may offer transferable practices for other locations.

Employee Perspective: Cerro Coso College: Decision-Making, Governance, and Communication

Employee Perspective: Classified Staff

Classified staff at Cerro Coso College report comparatively strong and improving perceptions of participatory governance in 2025. Unlike patterns seen at several other locations, many indicators show upward movement—particularly in involvement, governance communication, and information flow. While perceptions of administrative responsiveness remain moderate, the overall trajectory suggests strengthening engagement structures.

Key Themes:

- High Satisfaction with Participation
 - 54.5% are satisfied with opportunities to participate in key institutional decisions.
 - This reflects strong improvement since 2019.
- Improved Perception of Involvement
 - 36.4% believe employees are sufficiently involved in decision-making.

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- This represents meaningful growth from 2022.
- Moderate but Softening Consultation
 - 45.5% feel consulted and listened to regarding decisions.
 - While lower than 2022, this remains comparatively strong.
- Strong Governance Communication
 - 85.7% say governance representatives keep them informed.
 - 76.2% report representatives ask for their input.
 - These are among the strongest governance indicators across locations.
- Moderate Administrative Responsiveness
 - 33.3% believe management/administration considers faculty and staff concerns.
 - While stable, this remains an area of opportunity.
- Stable Communication Effectiveness
 - 47.6% believe relevant information is effectively communicated.
 - This remains relatively consistent across cycles.
- Strong Understanding of Decision-Making
 - 57.1% report understanding the decision-making process.
 - Understanding remains comparatively high.
- Moderate Perceived Effectiveness
 - 38.1% believe the decision-making process is effective.
 - While lower than 2022, this remains stronger than many other locations.
- Significant Improvement in Information Flow

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
40.7%	57.1%	54.5%		

Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
29.6%	22.9%	36.4%		

I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
55.6%	60.0%	45.5%		

Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
70.4%	54.3%	85.7%		

Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
64.8%	48.6%	76.2%		

Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
31.5%	40.5%	33.3%		

Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
42.6%	57.1%	47.6%		

I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
61.1%	73.0%	57.1%		

The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
44.4%	54.1%	38.1%		

Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
18.5%	32.4%	52.4%		

Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
22.2%	25.0%	38.1%		

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- 52.4% report information flows well upward.
- 38.1% report information flows well downward.
- Both measures show notable improvement.

Overall Signal:

Classified staff at Cerro Coso College report comparatively strong governance engagement, high visibility of representatives, and improving information flow. Although perceptions of administrative responsiveness and decision effectiveness remain moderate, the upward movement across multiple indicators suggests healthier participatory structures and more effective communication pathways at this location.

Employee Perspective: Faculty

Faculty at Cerro Coso College report strong and improving perceptions of participatory governance in 2025. Across nearly every indicator—particularly involvement, consultation, governance communication, and information flow—results show substantial gains since 2019 and 2022. The overall pattern reflects strengthening trust in local decision-making structures.

Key Themes:

- High Satisfaction with Participation
 - 60.7% are satisfied with opportunities to participate in key institutional decisions.
 - This marks a significant increase over prior cycles.
- Strong Perception of Involvement
 - 46.4% believe employees are sufficiently involved in decision-making.
 - This represents meaningful improvement over time.
- Improved Consultation
 - 48.1% feel consulted and listened to regarding decisions.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
37.3%	41.5%	60.7%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
15.7%	28.3%	46.4%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
33.3%	45.3%	48.1%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
39.2%	49.1%	67.9%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
31.4%	45.3%	67.9%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
31.4%	38.2%	46.4%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
37.3%	47.2%	53.6%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
45.1%	43.6%	57.1%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
23.5%	40.0%	46.4%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
23.5%	27.3%	39.3%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
19.6%	34.5%	50.0%		

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- Consultation has steadily strengthened since 2019.
- Very Strong Governance Communication
 - 67.9% say governance representatives keep them informed.
 - 67.9% report representatives ask for their input.
 - These indicators reflect high engagement in governance processes.
- Improving Administrative Responsiveness
 - 46.4% believe management/administration considers faculty and staff concerns.
 - This shows steady growth across cycles.
- Stronger Communication Effectiveness
 - 53.6% believe relevant information is effectively communicated.
 - Communication confidence has improved since 2022.
- Growing Understanding and Effectiveness
 - 57.1% report understanding the decision-making process.
 - 46.4% believe the process is effective.
 - Both measures reflect upward momentum.
- Improving Information Flow
 - 39.3% report information flows well upward.
 - 50.0% report information flows well downward.
 - Bidirectional communication has strengthened substantially.

Overall Signal:

Faculty at Cerro Coso College report meaningful improvements in governance engagement, consultation, and decision-making effectiveness. The consistent upward trends across involvement, communication, and perceived responsiveness suggest strengthening institutional alignment at the local level. Sustaining transparent feedback loops and continued participatory engagement may help preserve this positive trajectory.

Employee Perspective: Management

Management at Cerro Coso College report very strong confidence in participatory governance and decision-making in 2025. Most indicators are high relative to district averages, with strong satisfaction, involvement, and understanding of processes. Although a few measures have moderated slightly from 2022 peaks, overall governance confidence remains a clear local strength.

Key Themes:

- High Satisfaction with Participation
 - 80.0% are satisfied with opportunities to participate in key institutional decisions.
 - Satisfaction has steadily increased since 2019.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
58.8%	71.4%	80.0%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
47.1%	46.2%	70.0%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
70.6%	64.3%	60.0%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
88.2%	42.9%	70.0%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
64.7%	42.9%	55.0%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
58.8%	92.9%	70.0%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
47.1%	57.1%	45.0%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
82.4%	92.9%	80.0%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
70.6%	78.6%	65.0%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
35.3%	50.0%	50.0%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
41.2%	35.7%	50.0%		

- Strong Perception of Involvement
 - 70.0% believe employees are sufficiently involved in decision-making.
 - This reflects significant growth over time.
- Consistent Consultation
 - 60.0% feel consulted and listened to regarding decisions.
 - While slightly lower than 2019 and 2022, this remains strong.
- Strong Governance Communication
 - 70.0% say governance representatives keep them informed.
 - 55.0% report representatives ask for their input.
 - Engagement in governance structures remains visible and active.
- High Perceived Administrative Responsiveness
 - 70.0% believe management/administration considers faculty and staff concerns.
 - Although below the 2022 peak, this remains comparatively high.

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- Moderate Communication Effectiveness
 - 45.0% believe relevant information is effectively communicated.
 - This is one of the lower indicators but remains stable.
- Very Strong Understanding of Decision-Making
 - 80.0% report understanding the decision-making process.
 - This remains consistently high.
- Strong Perceived Effectiveness
 - 65.0% believe the decision-making process is effective.
 - While slightly lower than 2022, this remains a strength.
- Improved Information Flow
 - 50.0% report information flows well upward.
 - 50.0% report information flows well downward.
 - Bidirectional communication appears balanced and comparatively strong.

Overall Signal:

Management at Cerro Coso College report high levels of engagement, understanding, and confidence in governance structures. While some indicators have moderated from 2022 highs, the overall pattern reflects strong institutional alignment and participatory culture at the site level. Maintaining consistent communication and sustaining visible responsiveness to input will be important to preserve this high level of confidence.

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%.

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

Kern Community College District
KCCD 2025 Triennial Climate Survey

- 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.
 - 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.

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.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
72.7%	57.1%	37.0%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
45.5%	44.4%	18.5%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
72.7%	64.3%	51.9%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
45.5%	42.9%	51.9%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
40.9%	35.7%	29.6%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
81.8%	75.9%	48.1%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
68.2%	48.3%	25.9%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
81.8%	69.0%	55.6%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
72.7%	58.6%	40.7%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
45.5%	51.7%	40.7%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
27.3%	48.3%	29.6%		

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- 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.
 - 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.

Porterville College

Porterville College reported moderate and comparatively stable results, with some declines but fewer extreme lows than other locations.

- Satisfaction with opportunities to participate in key decisions declined to 47.4%, though remaining higher than Bakersfield College and the District Office.
- Agreement that employees are sufficiently involved in decision-making increased to 46.2%.
- Feeling consulted and listened to declined slightly to 47.4%.
- Governance communication remained relatively strong:
 - 60.3% agreed that representatives keep them informed.

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- 56.4% agreed that representatives ask for their input.
- Perceptions that management considers concerns remained steady at 44.9%.
- Understanding of the decision-making process declined to 47.4%, and agreement that the process is effective declined to 39.7%.
- Information flow remained modest, with 34.6% upward and 29.5% downward.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions			
2019	2022	2025	6Yr Trend
52.7%	55.7%	47.4%	

Employees are Sufficiently Involved in Decision-Making			
2019	2022	2025	6Yr Trend
40.5%	38.3%	46.2%	

I Feel Consulted and Listened to Regarding Decisions			
2019	2022	2025	6Yr Trend
56.4%	55.6%	47.4%	

Representatives on Governance Committees Keep Me Informed			
2019	2022	2025	6Yr Trend
66.4%	64.5%	60.3%	

Representatives on Governance Committees Ask for My Input			
2019	2022	2025	6Yr Trend
59.5%	63.9%	56.4%	

Management/Administration Considers Faculty and Staff Concerns			
2019	2022	2025	6Yr Trend
47.7%	45.8%	44.9%	

Relevant Information is Effectively Communicated			
2019	2022	2025	6Yr Trend
59.5%	47.7%	48.7%	

I Understand the Decision Making Process at My Work Location			
2019	2022	2025	6Yr Trend
62.7%	60.6%	47.4%	

The Decision Making Process is Effective			
2019	2022	2025	6Yr Trend
53.2%	43.1%	39.7%	

Information Flows Well Upward			
2019	2022	2025	6Yr Trend
42.3%	31.5%	34.6%	

Information Flows Well Downward			
2019	2022	2025	6Yr Trend
38.2%	32.1%	29.5%	

Interpretive note:

Porterville College’s results suggest that participation structures and governance communication remain functional, though opportunities exist to strengthen clarity and confidence in decision-making effectiveness. These conditions may support incremental improvements aligned with employee engagement and leadership development initiatives.

Employee Perspective: Porterville College: Decision-Making, Governance, and Communication

Employee Perspective: Classified Staff

Classified staff at Porterville College report mixed perceptions of governance in 2025. While some indicators—such as employee involvement and communication effectiveness—show modest stabilization or improvement from 2022, overall satisfaction with participation and confidence in decision-making effectiveness remain low. The results suggest uneven engagement and limited confidence in institutional responsiveness.

Key Themes:

- Low Satisfaction with Participation
 - 29.6% are satisfied with opportunities to participate in key institutional decisions.

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- Satisfaction has declined slightly since 2022.
- Improved Perception of Involvement

- 37.0% believe employees are sufficiently involved in decision-making.
- This reflects recovery from 2022 levels and is one of the stronger indicators in this section.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions			
2019	2022	2025	6Yr Trend
38.9%	40.0%	29.6%	
Employees are Sufficiently Involved in Decision-Making			
2019	2022	2025	6Yr Trend
35.1%	23.3%	37.0%	
I Feel Consulted and Listened to Regarding Decisions			
2019	2022	2025	6Yr Trend
55.6%	53.3%	29.6%	
Representatives on Governance Committees Keep Me Informed			
2019	2022	2025	6Yr Trend
44.4%	44.8%	44.4%	
Representatives on Governance Committees Ask for My Input			
2019	2022	2025	6Yr Trend
35.1%	46.7%	37.0%	
Management/Administration Considers Faculty and Staff Concerns			
2019	2022	2025	6Yr Trend
35.1%	50.0%	37.0%	
Relevant Information is Effectively Communicated			
2019	2022	2025	6Yr Trend
48.6%	33.3%	40.7%	
I Understand the Decision Making Process at My Work Location			
2019	2022	2025	6Yr Trend
64.9%	56.7%	37.0%	
The Decision Making Process is Effective			
2019	2022	2025	6Yr Trend
45.9%	43.3%	25.9%	
Information Flows Well Upward			
2019	2022	2025	6Yr Trend
43.2%	34.5%	29.6%	
Information Flows Well Downward			
2019	2022	2025	6Yr Trend
29.7%	20.0%	18.5%	

- Decline in Feeling Consulted
 - 29.6% feel consulted and listened to regarding decisions.
 - Consultation has dropped significantly since 2019.
- Stable Governance Communication
 - 44.4% say governance representatives keep them informed.
 - 37.0% report representatives ask for their input.
 - These measures remain relatively consistent across cycles.
- Moderate Administrative Responsiveness
 - 37.0% believe management/administration considers faculty and staff concerns.
 - This represents partial recovery from 2022.
- Rebound in Communication Effectiveness
 - 40.7% believe relevant information is effectively communicated.
 - Communication perceptions improved from 2022 levels.
- Decline in Understanding and Effectiveness
 - 37.0% report understanding the decision-making process.
 - Only 25.9% believe the process is effective.
 - Confidence in effectiveness remains low.

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- Weak Information Flow
 - 29.6% report information flows well upward.
 - 18.5% report information flows well downward.
 - Downward communication remains particularly constrained.

Overall Signal:

Classified staff at Porterville College report uneven governance engagement—some recovery in involvement and communication visibility, but continued low satisfaction with participation and limited belief in decision-making effectiveness. Strengthening consultation mechanisms, improving downward communication, and visibly acting on staff input may help stabilize confidence in governance structures at this location.

Employee Perspective: Faculty

Faculty at Porterville College report relatively strong and stable perceptions of governance participation in 2025. While some indicators have softened slightly from earlier highs, overall confidence in involvement, consultation, and governance communication remains comparatively solid—especially when contrasted with other locations.

Key Themes:

- Strong Satisfaction with Participation
 - 61.5% are satisfied with opportunities to participate in key institutional decisions.
 - Satisfaction has remained stable since 2022.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
55.7%	63.3%	61.5%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
42.6%	49.2%	51.3%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
54.1%	62.9%	56.4%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
82.0%	77.4%	71.8%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
75.4%	75.8%	71.8%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
49.2%	40.3%	46.2%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
60.7%	59.0%	51.3%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
57.4%	61.9%	51.3%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
55.7%	42.9%	46.2%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
42.6%	33.3%	38.5%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
43.3%	39.7%	35.9%		

- Improved Perception of Involvement
 - 51.3% believe employees are sufficiently involved in decision-making.
 - This reflects continued upward momentum.
- Moderate Consultation

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- 56.4% feel consulted and listened to regarding decisions.
- While slightly lower than 2022, this remains a relative strength.
- Strong Governance Communication
 - 71.8% say governance representatives keep them informed.
 - 71.8% report representatives ask for their input.
 - Engagement through governance structures remains highly visible.
- Moderate Administrative Responsiveness
 - 46.2% believe management/administration considers faculty and staff concerns.
 - This has rebounded slightly from 2022.
- Solid Communication Effectiveness
 - 51.3% believe relevant information is effectively communicated.
 - Although trending downward from 2019, this remains moderate.
- Stable Understanding of Process
 - 51.3% report understanding the decision-making process.
 - Understanding remains relatively consistent across cycles.
- Moderate Perceived Effectiveness
 - 46.2% believe the decision-making process is effective.
 - While not high, this reflects stabilization since 2022.
- Moderate Information Flow
 - 38.5% report information flows well upward.
 - 35.9% report information flows well downward.
 - Bidirectional communication remains an area for growth.

Overall Signal:

Faculty at Porterville College report comparatively strong engagement in governance structures, with visible participation channels and moderate confidence in decision-making effectiveness. While communication flow and administrative responsiveness could improve, overall governance perceptions

remain more stable and positive than at many other locations. Continued reinforcement of participatory practices and transparent follow-through may help sustain this stability.

Employee Perspective: Management

Management at Porterville College report moderate but declining confidence in governance participation in 2025. While several indicators rebounded from 2022, overall satisfaction with participation has fallen considerably since 2019. The results reflect uneven recovery—stronger perceptions of involvement and consultation alongside softer confidence in overall effectiveness.

Key Themes:

- Declining Satisfaction with Participation
 - 45.5% are satisfied with opportunities to participate in key institutional decisions.
 - This reflects a steady decline from 2019.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
76.9%	56.3%	45.5%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
46.2%	25.0%	54.5%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
69.2%	31.3%	63.6%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
53.8%	50.0%	63.6%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
53.8%	50.0%	54.5%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
76.9%	60.0%	63.6%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
84.6%	31.3%	63.6%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
83.3%	62.5%	63.6%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
61.5%	43.8%	54.5%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
38.5%	18.8%	36.4%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
38.5%	25.0%	36.4%		

- Rebound in Perceived Involvement
 - 54.5% believe employees are sufficiently involved in decision-making.
 - This marks a strong recovery from 2022 levels.
- Improved Consultation
 - 63.6% feel consulted and listened to regarding decisions.
 - Consultation has rebounded significantly since 2022.
- Strengthened Governance Communication
 - 63.6% say governance representatives keep them informed.
 - 54.5% report representatives ask for their input.
 - Governance visibility appears stronger than in 2022.
- Moderate Administrative Responsiveness

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- 63.6% believe management/administration considers faculty and staff concerns.
- While below 2019, responsiveness remains comparatively strong.
- Improved Communication Effectiveness
 - 63.6% believe relevant information is effectively communicated.
 - This reflects meaningful improvement from 2022.
- Stable Understanding and Effectiveness
 - 63.6% report understanding the decision-making process.
 - 54.5% believe the process is effective.
 - These measures show recovery but remain below 2019 highs.
- Moderate Information Flow
 - 36.4% report information flows well upward.
 - 36.4% report information flows well downward.
 - Communication flow remains an area for improvement.

Overall Signal:

Management at Porterville College report partial recovery in governance engagement, consultation, and communication following 2022 declines. However, satisfaction with participation has not returned to 2019 levels, suggesting lingering uncertainty about institutional decision-making structures. Continued emphasis on transparent communication, structured involvement, and visible follow-through on input may help stabilize long-term confidence in governance processes.

Cross-Location Summary: Decision-Making and Governance

Across locations, several clear patterns emerge:

- Cerro Coso Community College demonstrates strong and improving perceptions of participation, governance communication, and decision-making effectiveness.
- Bakersfield College and the District Office report significant challenges related to involvement, consultation, and information flow.
- Porterville College occupies a middle position, with moderate stability and targeted areas for improvement.
- Variation across locations highlights the importance of localized governance practices, even within a shared districtwide framework.

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.

Bakersfield College

Bakersfield College employees reported moderate engagement levels alongside strong intent to remain, despite challenges identified in other areas of the survey.

Engagement

- Participation in department meetings remained relatively stable at 61.2% in 2025.
- Participation in committee meetings declined slightly to 54.1%.
- Engagement in staff development activities declined to 63.4%.
- Participation in extracurricular college activities declined to 38.0%.
- Participation in intercollege events remained low at 28.2%.
- Participation in community meetings or events remained stable at 47.6%.

Department Meetings				Committee Meetings			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
59.5%	65.4%	61.2%		53.0%	56.6%	54.1%	
Staff Development Activities/Professional Development				Extracurricular College Activities			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
69.6%	68.2%	63.4%		47.2%	42.8%	38.0%	
Intercollege Events				Community Meetings or Events			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
28.7%	35.9%	28.2%		47.2%	45.1%	47.6%	

Outlook & Reflection

- 88.0% expect to continue working in their current position.
- 91.0% expect to continue working at their current work location.
- 92.1% expect to continue working for the district.
- 82.6% would choose to work at KCCD again.

Expect to Continue Working in Current Position			
2025			
88.0%			
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:

These results suggest that while Bakersfield College employees remain committed to their roles and the

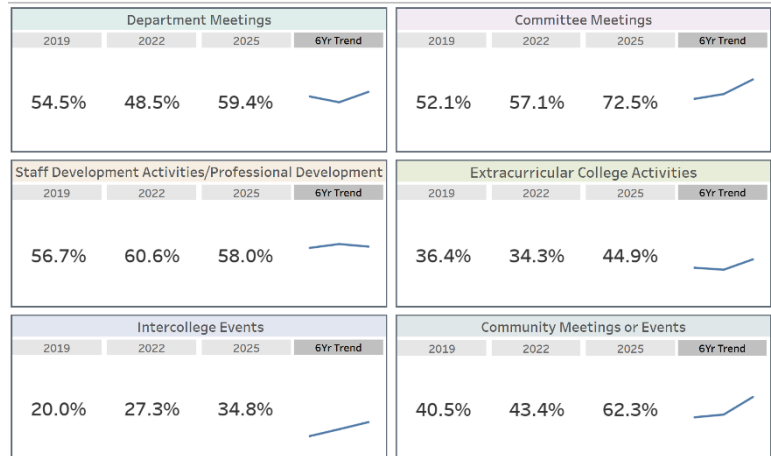
district, declining engagement in discretionary and cross-college activities may reflect workload pressure or change fatigue, rather than disengagement from mission.

Cerro Coso Community College

Cerro Coso Community College reported strong engagement across several domains and very high retention intent, consistent with other positive location-level findings.

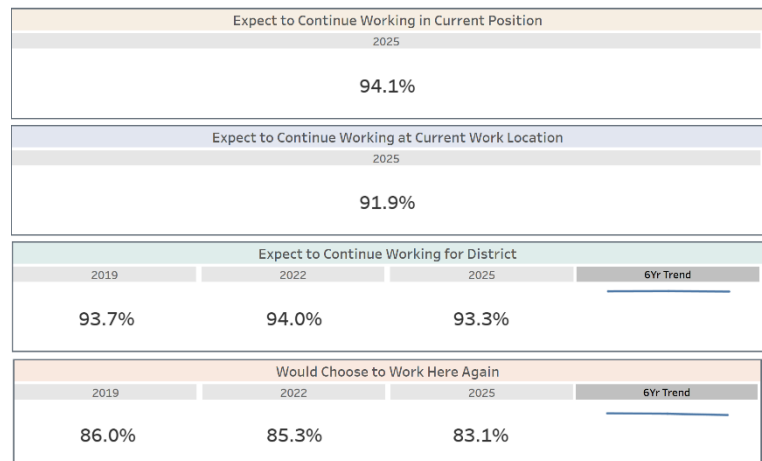
Engagement

- Participation in department meetings increased to 59.4%.
- Participation in committee meetings increased substantially to 72.5%, the highest among all locations.
- Engagement in staff development activities remained stable at 58.0%.
- Participation in extracurricular college activities increased to 44.9%.
- Participation in intercollege events increased to 34.8%.
- Participation in community meetings or events increased markedly to 62.3%, the highest among all locations.



Outlook & Reflection

- 94.1% expect to continue working in their current position.
- 94.1% expect to continue working at their current work location.
- 94.0% expect to continue working for the district.
- 85.3% would choose to work at KCCD again, an improvement over prior cycles.



Interpretive note:

Cerro Coso’s results suggest a highly engaged and stable workforce, with strong participation beyond core job functions. These patterns reinforce earlier findings that local leadership practices and organizational culture may be supporting engagement and well-being.

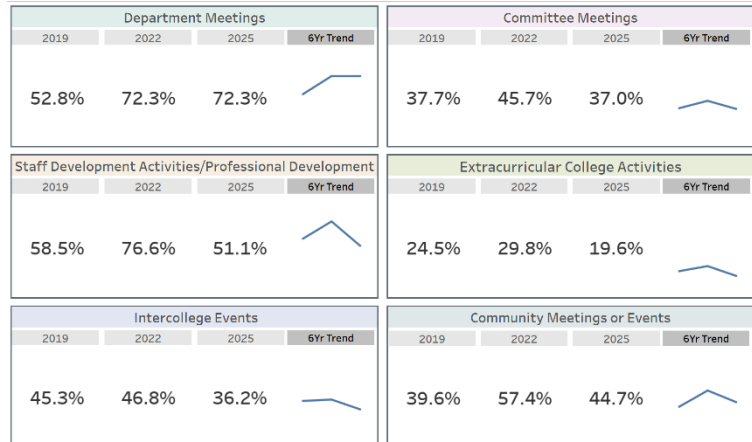
District Office

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

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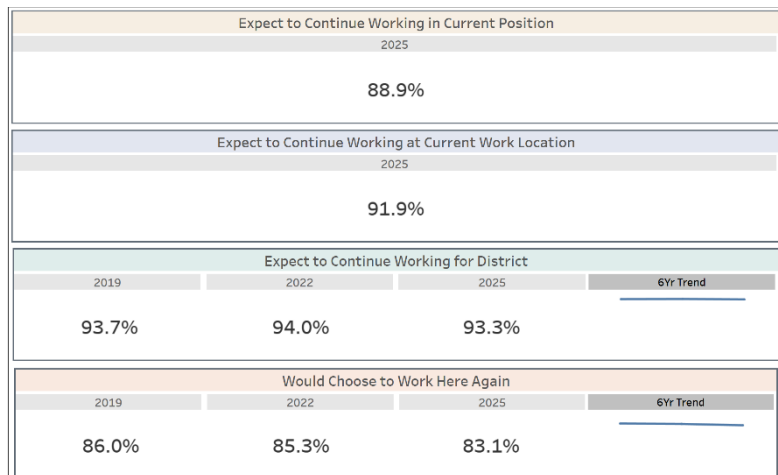
Engagement

- 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%.
- 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.



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.

Porterville College

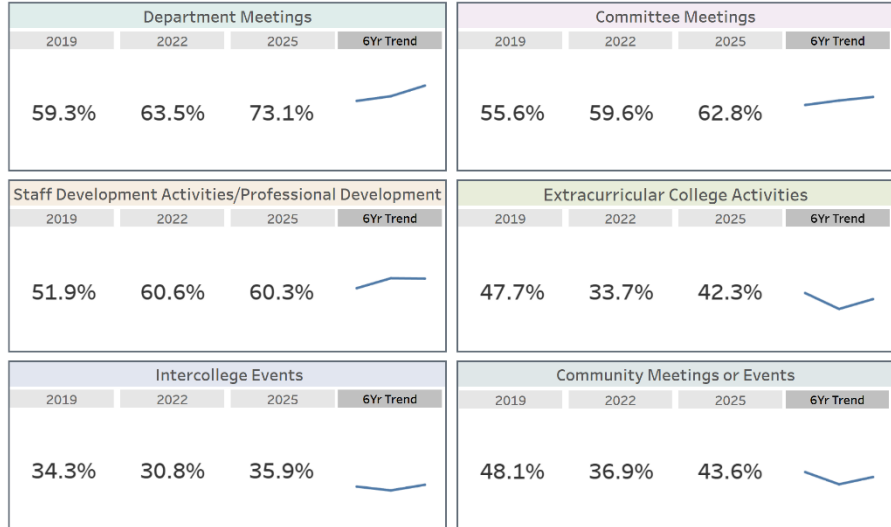
Porterville College reported consistently strong engagement and high retention intent, aligning with relatively stable findings across other climate domains.

Engagement

- Participation in department meetings increased to 73.1%, the highest among all locations.
- Participation in committee meetings increased to 62.8%.

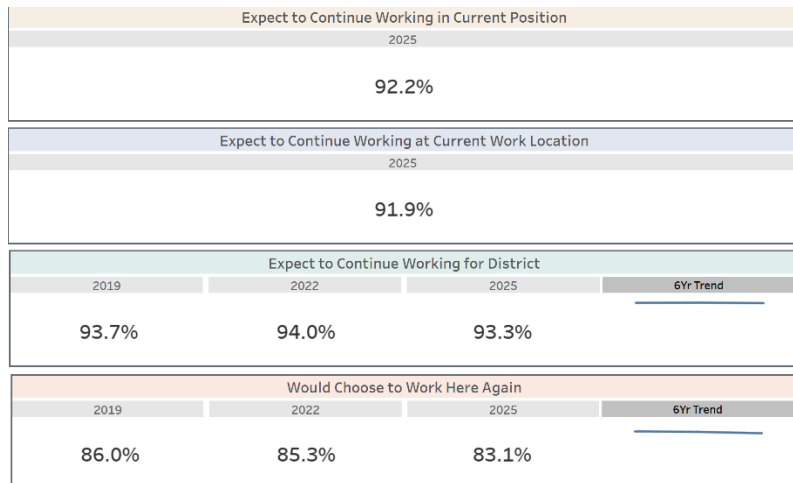
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- Engagement in staff development activities remained stable at 60.3%.
- Participation in extracurricular college activities rebounded to 42.3%.
- Participation in intercollege events increased to 35.9%.
- Participation in community meetings or events remained moderate at 43.6%.



Outlook & Reflection

- 92.2% expect to continue working in their current position.
- 94.8% expect to continue working at their current work location.
- 94.7% expect to continue working for the district.
- 82.9% would choose to work at KCCD again.



Interpretive note:

Porterville College’s results indicate a stable and engaged workforce, with strong participation in both core and discretionary activities. These conditions may be contributing to sustained morale and well-being at the local level.

Cross-Location Summary: Engagement and Outlook

Across locations, several patterns are evident:

- Intent to remain is consistently high at all locations, even where engagement in discretionary activities has declined.
- Participation in department-level activities remains strong, suggesting that local teams continue to serve as a primary anchor for engagement.
- Cross-college and extracurricular engagement is more variable and often lower, potentially reflecting workload pressures rather than disengagement.

- Locations with stronger supervisor relations and local governance practices (notably Cerro Coso and Porterville College) also show higher engagement and optimism.

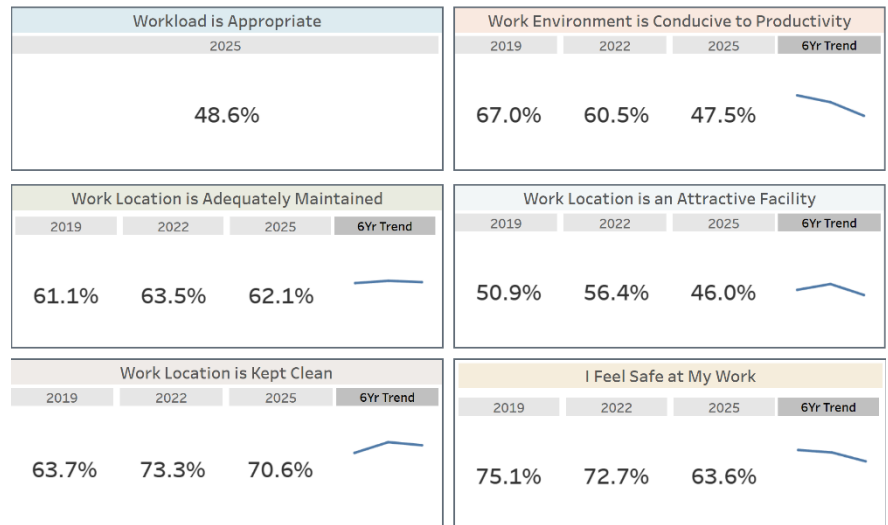
Workload, Productivity, Environment, and Safety

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 locations and how these conditions may be interacting with morale, engagement, and capacity for change.

Bakersfield College

Bakersfield College reported mixed and comparatively lower perceptions across workload, productivity, and safety indicators.

- Less than half of respondents (48.6%) agreed that workload is appropriate.
- Agreement that the work environment is conducive to productivity declined sharply to 47.5%.
- Facility perceptions remained moderate:
 - Adequate maintenance held steady at 62.1%.
 - Facility attractiveness declined to 46.0%.
 - Cleanliness remained relatively stable at 70.6%.
- Perceptions of safety declined to 63.6%, the lowest among all locations.



Interpretive note:

Bakersfield College’s results suggest that workload pressure combined with declining productivity and safety perceptions may be contributing to broader morale and trust challenges observed elsewhere in the survey. These findings underscore the importance of integrated strategies that address both operational demands and physical conditions.

Employee Perspective: Bakersfield College: Workload, Productivity, Environment, and Safety

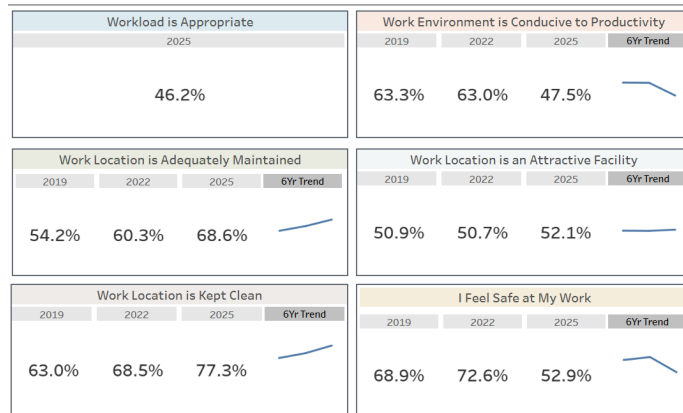
Employee Perspective: Classified Staff

Classified staff at Bakersfield College report moderate to declining perceptions of workload balance and work environment conditions in 2025. While facility maintenance and cleanliness show improvement over time, perceptions of productivity, safety, and workload appropriateness remain areas of concern.

Kern Community College District
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Key Themes:

- **Moderate Workload Appropriateness**
 - 46.2% believe their workload is appropriate.
 - Fewer than half feel workload expectations are balanced.



- **Decline in Productivity Environment**
 - 47.5% agree the work environment is conducive to productivity.
 - This represents a notable decline from prior years.
- **Improvement in Facility Maintenance**
 - 68.6% say their work location is adequately maintained.
 - Maintenance perceptions have steadily improved since 2019.
- **Stable but Moderate Facility Attractiveness**
 - 52.1% view their work location as an attractive facility.
 - This measure has remained relatively flat over time.
- **Strong Improvement in Cleanliness**
 - 77.3% report their work location is kept clean.
 - Cleanliness is one of the strongest indicators in this section.
- **Decline in Perceived Safety**
 - 52.9% report feeling safe at work.
 - This reflects a substantial decline from 2022.

Overall Signal:

Classified staff at Bakersfield College report improving perceptions of physical upkeep—particularly maintenance and cleanliness—but continued concerns regarding workload balance, productivity conditions, and safety. The divergence between facility conditions and workload/safety perceptions suggests operational strain may be influencing overall workplace experience. Addressing workload

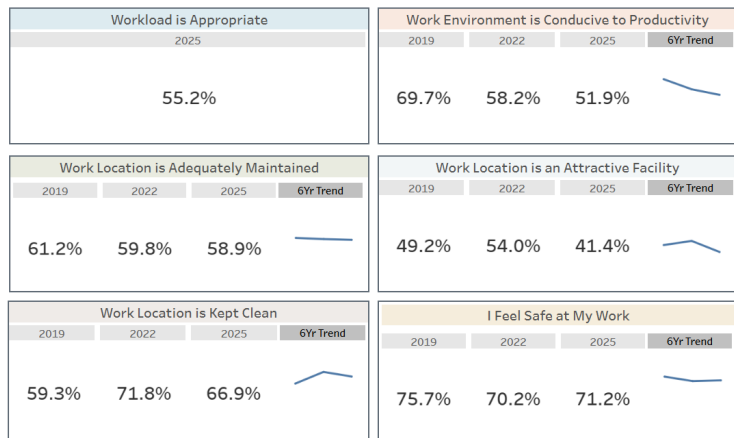
distribution and reinforcing visible safety supports may be critical to improving staff confidence and productivity.

Employee Perspective: Faculty

Faculty at Bakersfield College report moderate perceptions of workload balance and physical working conditions in 2025. While safety remains relatively strong, perceptions of productivity, attractiveness of facilities, and cleanliness have softened since earlier cycles. Overall, results suggest steady but not robust workplace conditions.

Key Themes:

- Moderate Workload Appropriateness
 - 55.2% believe their workload is appropriate.
 - Slightly above half, indicating mixed experiences.



- Decline in Productivity Environment
 - 51.9% agree the work environment is conducive to productivity.
 - This reflects a steady downward trend from 2019.
- Stable Facility Maintenance
 - 58.9% say their work location is adequately maintained.
 - Maintenance perceptions have remained relatively consistent.
- Decline in Facility Attractiveness
 - 41.4% view their work location as an attractive facility.
 - This is one of the lower-rated indicators in this section.
- Softening Cleanliness Perceptions
 - 66.9% report their work location is kept clean.
 - While still positive, this has declined from 2022.
- Stable Sense of Safety

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- 71.2% report feeling safe at work.
- Safety remains one of the stronger environmental indicators.

Overall Signal:

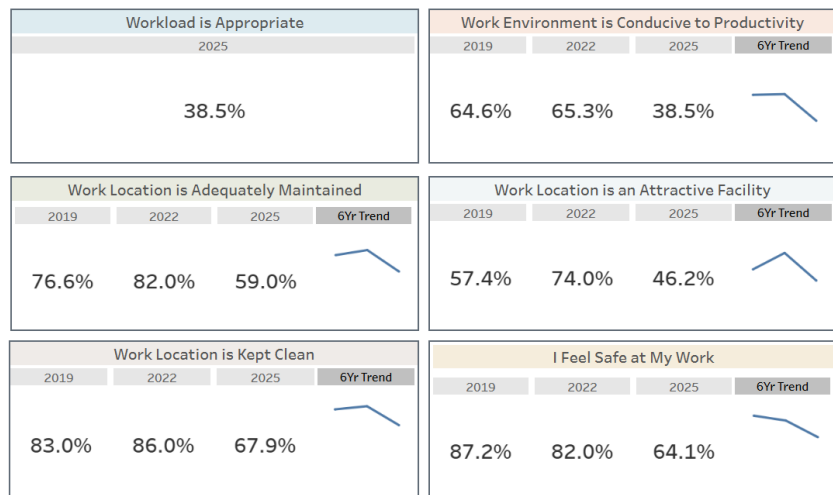
Faculty at Bakersfield College report moderate confidence in workload balance and physical work conditions, with safety remaining a relative strength. However, declining perceptions of productivity environment and facility attractiveness suggest environmental fatigue or operational strain. Continued investment in workspace quality and attention to workload distribution may help reinforce faculty productivity and morale.

Employee Perspective: Management

Management at Bakersfield College report noticeable declines in workload balance and physical environment perceptions in 2025. While prior cycles reflected relatively strong conditions, most indicators have softened substantially—particularly workload appropriateness, productivity environment, and safety.

Key Themes:

- Low Workload Appropriateness
 - Only 38.5% believe their workload is appropriate.
 - This suggests significant pressure at the management level.



- Sharp Decline in Productivity Environment
 - 38.5% agree the work environment is conducive to productivity.
 - This marks a major drop from both 2019 and 2022.
- Decline in Facility Maintenance
 - 59.0% say their work location is adequately maintained.
 - Maintenance perceptions have fallen significantly since 2022.
- Drop in Facility Attractiveness

Kern Community College District
KCCD 2025 Triennial Climate Survey

- 46.2% view their work location as an attractive facility.
- This reflects a sharp decline from earlier cycles.
- Softening Cleanliness Perceptions
 - 67.9% report their work location is kept clean.
 - Although still majority-positive, this has decreased notably.
- Decline in Perceived Safety
 - 64.1% report feeling safe at work.
 - Safety has dropped more than 20 points since 2019.

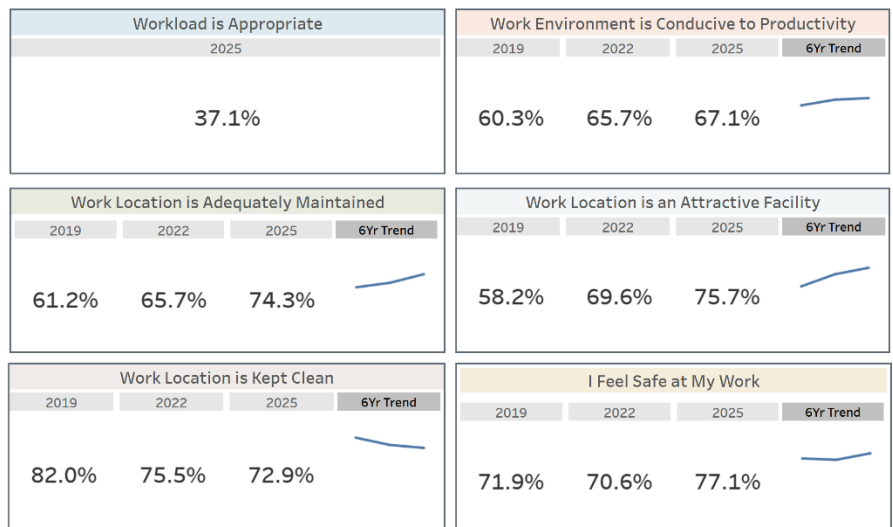
Overall Signal:

Management at Bakersfield College report increased workload strain and declining confidence in environmental conditions that support productivity. The consistent downward movement across maintenance, attractiveness, and safety indicators suggests broader operational or resource pressures. Addressing workload distribution, reinforcing visible facility improvements, and strengthening safety supports may be critical to restoring managerial confidence and effectiveness.

Cerro Coso Community College

Cerro Coso Community College reported strong and improving perceptions of the physical environment, despite concerns related to workload.

- Fewer than four in ten respondents (37.1%) agreed that workload is appropriate.
- Perceptions of productivity improved steadily, reaching 67.1% in 2025.
- Facility conditions showed consistent improvement:
 - Adequate maintenance increased to 74.3%.
 - Facility attractiveness increased to 75.7%, the highest among all locations.
 - Cleanliness remained high at 72.9%.
- Perceptions of safety improved to 77.1%.



Interpretive note:

Cerro Coso’s results reinforce earlier findings that strong physical environments and effective local practices may help buffer broader workload pressures. These conditions align well with the Strategic Plan’s emphasis on creating workspaces that support well-being and productivity, even in resource-constrained contexts.

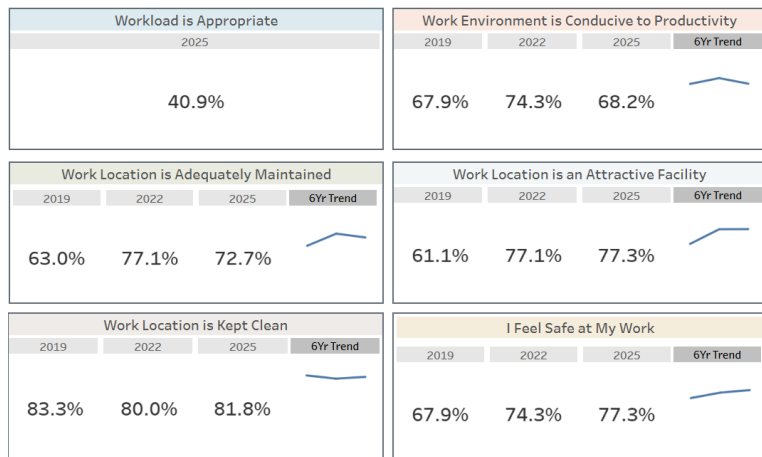
Employee Perspective: Cerro Coso College: Workload, Productivity, Environment, and Safety

Employee Perspective: Classified Staff

Classified staff at Cerro Coso College report strong and stable perceptions of physical environment conditions in 2025, alongside more moderate perceptions of workload balance. Unlike several other locations, environmental indicators—maintenance, attractiveness, cleanliness, and safety—remain high and in some cases improving.

Key Themes:

- Moderate Workload Appropriateness
 - 40.9% believe their workload is appropriate.
 - While lower than desired, this aligns with broader district patterns around workload strain.



- Strong Productivity Environment
 - 68.2% agree the work environment is conducive to productivity.
 - This remains relatively consistent across cycles.
- Improved Facility Maintenance
 - 72.7% say their work location is adequately maintained.
 - Maintenance perceptions have strengthened since 2019.
- High Facility Attractiveness
 - 77.3% view their work location as an attractive facility.
 - This is one of the strongest indicators in this section.
- Consistently Strong Cleanliness

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- 81.8% report their work location is kept clean.
- Cleanliness remains a sustained strength.
- Improving Sense of Safety
 - 77.3% report feeling safe at work.
 - Safety perceptions have increased steadily since 2019.

Overall Signal:

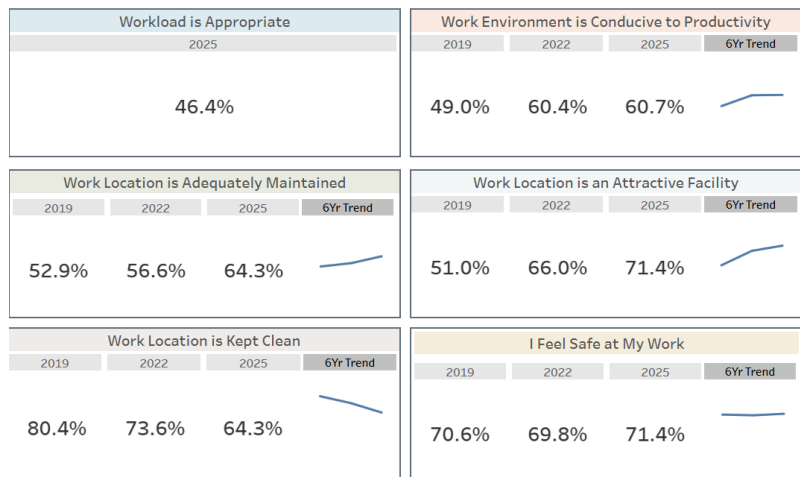
Classified staff at Cerro Coso College report a positive and stable physical work environment, with strong ratings in cleanliness, attractiveness, and safety. Workload balance remains an area for attention, but environmental conditions appear to support productivity and morale. Maintaining these strengths while addressing workload distribution may help sustain positive workplace experiences at this location.

Employee Perspective: Faculty

Faculty at Cerro Coso College report improving perceptions of their physical work environment in 2025, alongside moderate views on workload balance. Several environmental indicators—including maintenance and facility attractiveness—show steady upward movement, while cleanliness has softened compared to earlier cycles.

Key Themes:

- Moderate Workload Appropriateness
 - 46.4% believe their workload is appropriate.
 - Fewer than half feel workload expectations are well balanced.

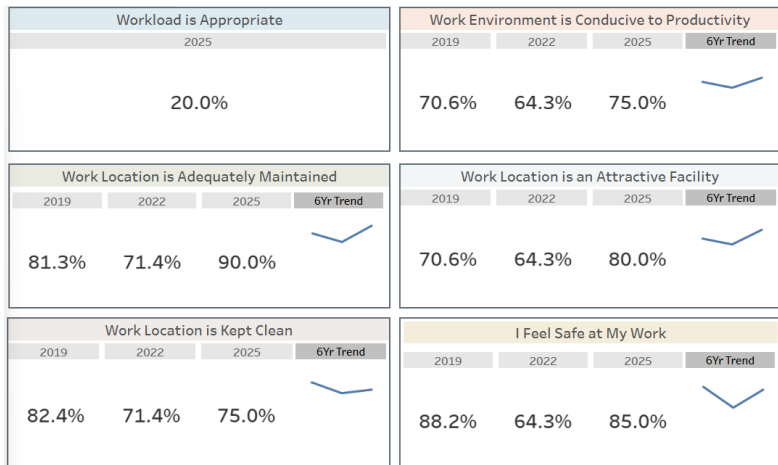


- Improved Productivity Environment
 - 60.7% agree the work environment is conducive to productivity.
 - This reflects steady growth since 2019.
- Strengthening Facility Maintenance
 - 64.3% say their work location is adequately maintained.
 - Maintenance perceptions have improved consistently.

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- High and Rising Facility Attractiveness

- 71.4% view their work location as an attractive facility.
- This represents one of the strongest gains in this section.



- Decline in Cleanliness Perception

- 64.3% report their work location is kept clean.
- This reflects a notable decrease from 2019.

- Stable Sense of Safety

- 71.4% report feeling safe at work.
- Safety perceptions have remained steady across cycles.

Overall Signal:

Faculty at Cerro Coso College report positive momentum in maintenance, facility attractiveness, and productivity conditions, suggesting improving physical infrastructure and environment. Workload balance remains an area for attention, and the decline in perceived cleanliness warrants monitoring. Overall, environmental conditions appear to support faculty productivity and safety at this location.

Employee Perspective: Management

Management at Cerro Coso College report very strong perceptions of the physical work environment in 2025, alongside significant concern about workload balance. Environmental indicators—maintenance, attractiveness, productivity conditions, and safety—are among the strongest across the district. However, workload appropriateness stands out as a clear pressure point.

Key Themes:

- Very Low Workload Appropriateness
 - Only 20.0% believe their workload is appropriate.
 - This is one of the lowest workload ratings across locations and groups, signaling substantial managerial strain.
- Strong Productivity Environment

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- 75.0% agree the work environment is conducive to productivity.
- Productivity conditions have improved since 2022.
- Excellent Facility Maintenance
 - 90.0% say their work location is adequately maintained.
 - This is one of the strongest environmental ratings in the survey.
- High Facility Attractiveness
 - 80.0% view their work location as an attractive facility.
 - Perceptions have rebounded strongly from 2022.
- Strong Cleanliness
 - 75.0% report their work location is kept clean.
 - Cleanliness remains consistently positive.
- High Sense of Safety
 - 85.0% report feeling safe at work.
 - Safety perceptions have recovered significantly from 2022.

Overall Signal:

Management at Cerro Coso College report a highly supportive and well-maintained physical environment, with strong safety and productivity conditions. However, the very low rating on workload appropriateness signals concentrated pressure at the management level. While environmental conditions appear to support effectiveness, workload distribution and role demands may require strategic review to prevent burnout and sustain leadership capacity.

District Office

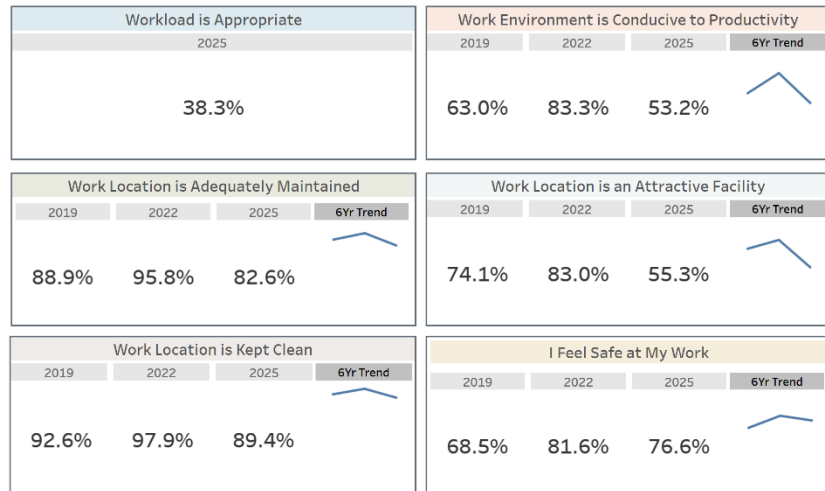
District Office respondents reported strong facility conditions but notable workload concerns.

- Only 38.3% agreed that workload is appropriate.

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KCCD 2025 Triennial Climate Survey

- 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%.



- 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

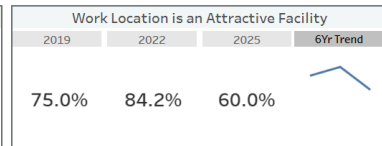
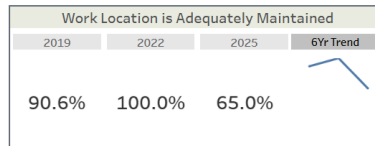
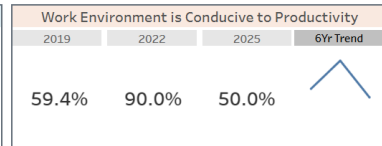
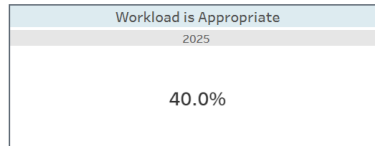
District Office classified staff report strong physical environment conditions in 2025, alongside moderate concerns regarding workload balance. While several environmental indicators have declined from exceptionally high 2022 peaks, they remain comparatively strong. Workload appropriateness, however,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

Key Themes:

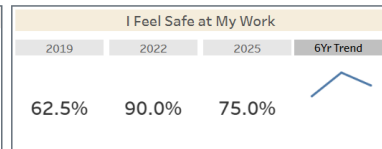
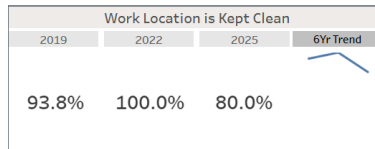
- Moderate Workload Appropriateness
 - 40.0% believe their workload is appropriate.
 - This suggests ongoing workload strain for a majority of staff.
- Decline in Productivity Environment
 - 50.0% agree the work environment is conducive to productivity.
 - This represents a substantial drop from 2022.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

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- 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.
- 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:

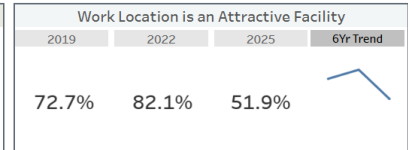
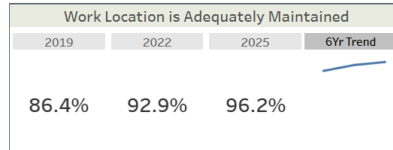
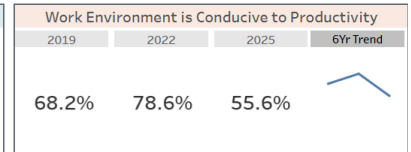
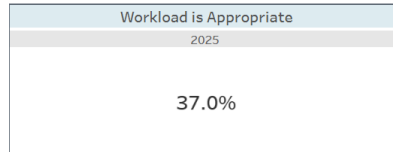
- Low Workload Appropriateness

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KCCD 2025 Triennial Climate Survey

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

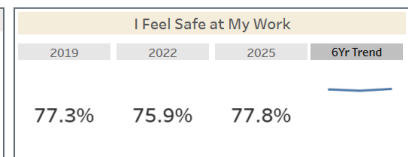
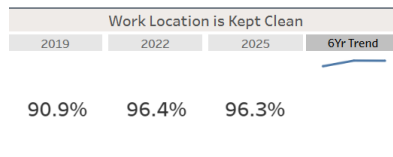
- Decline in Productivity Environment

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



- Exceptional Facility Maintenance

- 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.

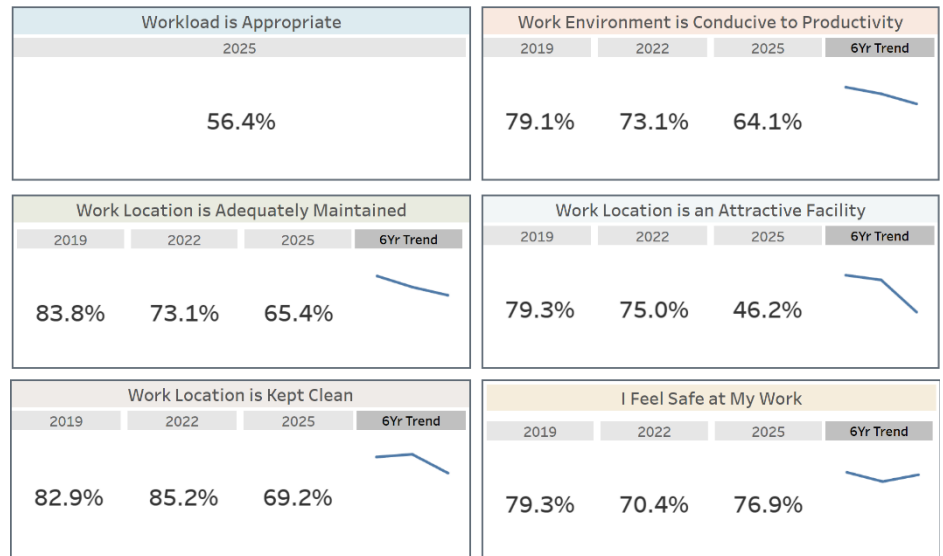
Overall Signal:

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.

Porterville College

Porterville College reported relatively strong perceptions of the physical environment, alongside moderate concerns about workload.

- A majority of respondents agreed that their workload is appropriate (56.4%), the highest among all locations.
- Agreement that the work environment is conducive to productivity declined to 64.1%, though remaining comparatively strong.
- Facility-related measures showed notable declines since 2019:
 - Adequate maintenance declined to 65.4%.
 - Facility attractiveness declined sharply to 46.2%.
 - Cleanliness declined to 69.2%.
- Perceptions of safety remained strong at 76.9%, improving since 2022.



Interpretive note:

Porterville College’s results suggest that while workload balance and safety remain strengths, declining perceptions of facility attractiveness and cleanliness may influence overall employee experience. These findings directly inform Strategic Plan initiatives related to the Employee Physical Environment and highlight opportunities for targeted facilities improvements.

Employee Perspective: Porterville College: Workload, Productivity, Environment, and Safety

Employee Perspective: Classified Staff

Classified staff at Porterville College report moderate perceptions of workload balance and mixed views of the physical work environment in 2025. While workload appropriateness is slightly stronger here than at some other locations, several environmental indicators—particularly facility attractiveness—have declined over time.

Key Themes:

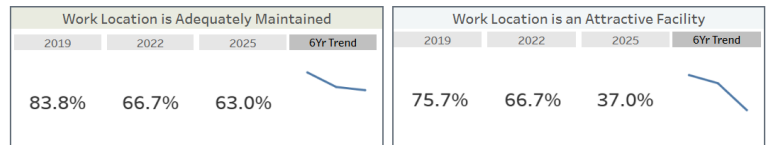
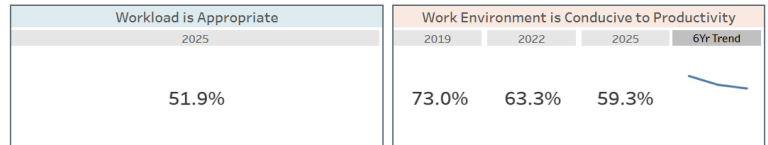
- Moderate Workload Appropriateness
 - 51.9% believe their workload is appropriate.

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- Just over half feel workload expectations are balanced.

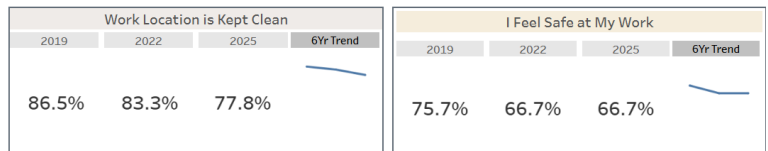
- Declining Productivity Environment

- 59.3% agree the work environment is conducive to productivity.
- This reflects a downward trend since 2019.



- Softening Maintenance Perceptions

- 63.0% say their work location is adequately maintained.



- Maintenance ratings have declined from earlier highs.

- Sharp Drop in Facility Attractiveness

- Only 37.0% view their work location as an attractive facility.
- This is one of the lowest environmental ratings in this section.

- Strong but Declining Cleanliness

- 77.8% report their work location is kept clean.
- Cleanliness remains a strength but has trended downward.

- Moderate Sense of Safety

- 66.7% report feeling safe at work.
- Safety has declined from 2019 and remains an area to monitor.

Overall Signal:

Classified staff at Porterville College report manageable workload balance but declining perceptions of physical workplace quality—particularly facility attractiveness and maintenance. Cleanliness remains strong, but downward trends across several indicators suggest emerging concerns about the physical environment. Targeted investment in facilities and visible improvements may help stabilize staff confidence and productivity.

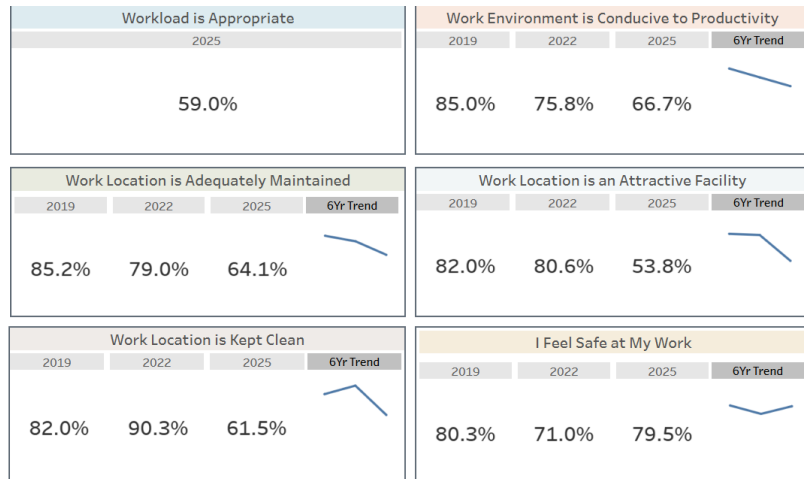
Employee Perspective: Faculty

Faculty at Porterville College report relatively balanced workload perceptions in 2025, but declining confidence in the physical work environment compared to earlier cycles. While safety remains strong, facility attractiveness, maintenance, and cleanliness have softened noticeably.

Kern Community College District
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Key Themes:

- Moderate-to-Strong Workload Balance
 - 59.0% believe their workload is appropriate.
 - This is stronger than many other groups at this location.



- Decline in Productivity Environment
 - 66.7% agree the work environment is conducive to productivity.
 - Although still majority-positive, this reflects a downward trend since 2019.
- Softening Maintenance Perceptions
 - 64.1% say their work location is adequately maintained.
 - This represents a significant decline from earlier years.
- Sharp Drop in Facility Attractiveness
 - Only 53.8% view their work location as an attractive facility.
 - This is a substantial decline from 2019 and 2022 levels.
- Declining Cleanliness Ratings
 - 61.5% report their work location is kept clean.
 - Cleanliness has dropped markedly from 2022.
- Strong Sense of Safety
 - 79.5% report feeling safe at work.
 - Safety remains a consistent strength.

Overall Signal:

Faculty at Porterville College report manageable workload levels and strong safety perceptions, but declining confidence in the quality and upkeep of the physical environment. The steep drop in facility

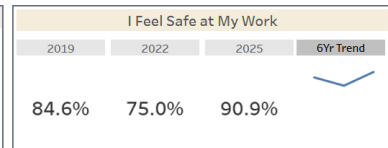
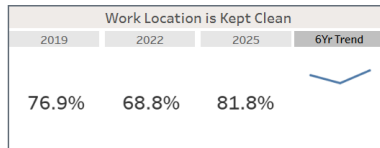
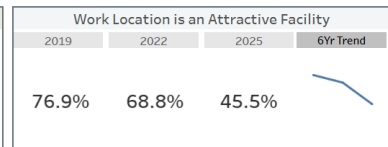
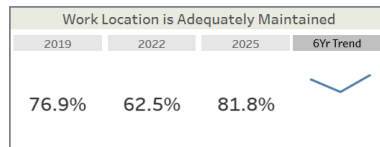
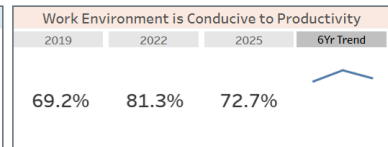
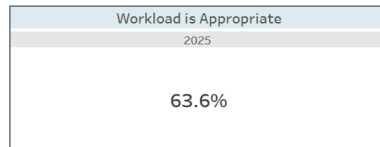
attractiveness and cleanliness suggests visible environmental conditions may be affecting overall workplace experience. Strategic attention to facilities and maintenance may help reinforce productivity and morale moving forward.

Employee Perspective: Management

Management at Porterville College report relatively strong perceptions of workload balance and improving maintenance and safety conditions in 2025. However, perceptions of facility attractiveness show a marked decline, suggesting uneven progress across environmental indicators.

Key Themes:

- Strong Workload Balance
 - 63.6% believe their workload is appropriate.
 - This is one of the stronger workload ratings among management groups.



- Stable Productivity Environment
 - 72.7% agree the work environment is conducive to productivity.
 - While slightly lower than 2022, this remains solidly positive.
- Improving Maintenance
 - 81.8% say their work location is adequately maintained.
 - Maintenance perceptions have rebounded strongly since 2022.
- Sharp Decline in Facility Attractiveness
 - Only 45.5% view their work location as an attractive facility.
 - This represents a significant drop from prior cycles.
- Strong Cleanliness
 - 81.8% report their work location is kept clean.
 - Cleanliness has improved since 2022.
- Very Strong Safety Perceptions

- 90.9% report feeling safe at work.
- Safety is one of the strongest indicators in this section.

Overall Signal:

Management at Porterville College report healthy workload balance and strong safety and maintenance conditions. However, the substantial decline in perceived facility attractiveness stands out and may influence broader morale or external perceptions of the campus environment. Sustaining maintenance and cleanliness improvements while addressing aesthetic and facility upgrades may help reinforce a consistently positive workplace experience.

Cross-Location Summary: Workload and Physical Environment

Across locations, several consistent patterns emerge:

- Workload appropriateness is a shared challenge, particularly at the District Office and Cerro Coso Community College.
- Physical environment conditions vary meaningfully by location, with Cerro Coso and the District Office reporting stronger facility conditions than Bakersfield College and Porterville College.
- Safety perceptions remain relatively strong, though declines at Bakersfield College warrant attention.
- Differences across locations reinforce the importance of targeted, context-aware strategies within a shared districtwide framework.

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 Section 2 and help illuminate how local leadership, communication, workload, and culture are experienced in practice.

As with the districtwide analysis, individual responses could address multiple topics, and results are presented to highlight patterns rather than isolated statements.

Bakersfield College

Open-ended responses from Bakersfield College reflected predominantly negative or mixed sentiment, with a strong concentration of comments related to leadership, morale, and trust.

Dominant themes included:

- Low morale and feeling undervalued, often linked to workload, recognition, and communication.
- Ineffective management and poor communication, particularly around decision-making and follow-through.
- Low trust and exclusion, aligning with quantitative findings related to belonging and governance.

- Change fatigue and lack of visible progress, with employees noting repeated initiatives without sustained impact.

At the same time, a subset of comments expressed appreciation for colleagues and commitment to students, reinforcing the pattern observed elsewhere of dedication persisting despite frustration.

Bakersfield College — Illustrative Employee Comments

“I have seen zero changes. Management talks about improvement, but there is no follow-through, and it feels like the same issues keep coming up year after year.”

“Communication is poor, and decisions are made without staff input. It makes it hard to feel valued or trust leadership.”

“Despite the frustration, I stay because of my colleagues and the students. The people at the ground level care deeply.”

Interpretive note:

Bakersfield College’s open-ended responses closely mirror its quantitative results, suggesting that challenges related to morale, trust, and leadership are both felt and articulated clearly by employees.

Cerro Coso Community College

Cerro Coso Community College’s open-ended responses were notably more positive in tone compared to other locations.

Dominant themes included:

- Appreciation, engagement, and feeling valued, particularly in relation to supervisors and local leadership.
- Improved morale and communication, frequently cited as strengths.
- Supportive leadership and visibility, aligning with stronger quantitative results across multiple domains.
- Acknowledgment of challenges, including workload and change, but framed within a context of trust and collaboration.

Cerro Coso Community College — Illustrative Employee Comments

“I’ve seen positive changes in how leadership communicates and listens. There’s more collaboration now than there used to be.”

“Even when things are challenging, I feel supported by my supervisor and my team.”

“There’s a sense that people here genuinely care about each other and about improving the college.”

Interpretive note:

Cerro Coso’s qualitative findings reinforce its quantitative profile as a location where local practices and leadership appear to be mitigating broader system-level pressures.

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.

Porterville College

Porterville College’s open-ended responses reflected a more balanced mix of sentiment, with both positive and critical themes present.

Dominant themes included:

- Engagement and appreciation, particularly related to departmental relationships and local leadership.
- Improved communication and feeling heard, more frequently noted than at other locations.
- Concerns about accountability, follow-through, and equity, though expressed with less intensity than at Bakersfield College.

- Desire for continued improvement, rather than expressions of disengagement or frustration.

Porterville College — Illustrative Employee Comments

“I appreciate the efforts to be more visible and communicative. It feels like leadership is trying to listen.”

“Not everything has changed, but I do feel more included than before.”

“There’s still room for improvement, especially around follow-through, but overall I feel supported where I work.”

Interpretive note:

Porterville College comments suggest a workforce that is generally engaged and constructive, with employees offering feedback aimed at strengthening existing practices rather than signaling breakdowns in trust.

Cross-Location Insights: What Is Consistent, What Varies

Cross-Location Insights

When location-level results are examined collectively, several consistent patterns and meaningful differences emerge across Bakersfield College, Cerro Coso Community College, Porterville College, and the District Office.

What is consistent across locations

- High commitment persists everywhere. Regardless of location, employees report strong intent to remain at their work location and within the district, even where morale and trust are strained.
- Department-level relationships are stronger than system-level perceptions. Across locations, employees tend to report higher levels of belonging, respect, and engagement within departments than confidence in districtwide communication and decision-making.
- Workload pressure is widespread. Perceptions that workload is appropriate are low at most locations, suggesting a shared capacity challenge rather than isolated operational issues.
- Employee voice is active and constructive. Open-ended responses at all locations reflect a workforce that is engaged, candid, and focused on improvement rather than disengagement.

Where locations differ

- Supervisor relations vary meaningfully. Locations with stronger supervisor support—most notably Cerro Coso Community College and Porterville College—also show stronger morale, trust, and engagement.

- Governance and communication experiences diverge sharply. Bakersfield College and the District Office report significantly weaker perceptions of participation, consultation, and information flow than other locations.
- Physical environment conditions are uneven. Cerro Coso and the District Office report stronger facility conditions, while Bakersfield College and Porterville College show more pronounced concerns related to attractiveness and productivity.

Together, these findings suggest that local leadership practices can either buffer or amplify districtwide system challenges, underscoring the importance of pairing district-level strategy with location-specific implementation approaches.

Reading the Results Together

Employees are not disengaged — they are **invested and asking for clarity**.

Where leadership, communication, and support are strong, morale and trust follow.

Where systems feel opaque or unresponsive, frustration grows — even among committed staff.

Strategic Assessment: Strengths, Barriers, Threats, and Opportunities

Strategic Strengths

- Sustained employee commitment and retention intent across all locations.

- Strong department-level relationships and peer support, even where trust in systems is strained.

- Evidence of effective local leadership practices at some locations that could be leveraged districtwide.

- High participation in open-ended feedback, signaling trust in the survey process and desire for improvement.

Strategic Barriers

- Declining trust in districtwide communication and decision-making processes.

- Limited clarity around how employee input influences outcomes, contributing to skepticism and fatigue.

- Inconsistent supervisory capacity, particularly in feedback, advocacy, and inclusive leadership practices.

- Training and professional growth pathways that have not kept pace with expanding expectations.

Strategic Threats

- Implementation friction for districtwide initiatives if employee confidence in systems continues to erode.
- Burnout risk associated with sustained workload pressure and pace of change.
- Equity and reporting systems perceived as under-implemented, which may reduce psychological safety.
- Erosion of goodwill if employee commitment is repeatedly met with limited follow-through.

Strategic Opportunities

- Leverage strong supervisor relationships as a focal point for leadership development.
- Strengthen feedback loops and decision transparency to rebuild trust without adding new structures.
- Invest intentionally in training and growth pathways aligned to evolving roles and technologies.
- Use location-level variation as a learning tool, elevating effective practices rather than imposing uniform solutions.
- Center employee voice as an asset in monitoring, adaptation, and continuous improvement efforts.





Bringing It All Together: Climate, Capacity, and Strategic Readiness

Bringing It All Together

The 2025 Triennial Climate Survey presents a clear and nuanced picture of the Kern Community College District. Employees remain deeply committed to their work, their colleagues, and the district's mission. At the same time, confidence in districtwide systems, particularly those related to communication, decision-making, equity, and professional support, has weakened over time.

Importantly, the findings do not point to disengagement or resistance, but rather to a misalignment between employee commitment and institutional experience. Where local leadership, communication, and support structures are strong, employees report higher morale, trust, and engagement; even amid broader system challenges.

Strategic Signal Check

-  **Commitment:** High and stable
-  **Capacity:** Strained (training, workload, growth)
-  **Trust:** Declining at the system level
-  **Local leadership:** A powerful leverage point

