

2025

Organizational Climate Research Findings



Executive Summary

An organizational climate survey was administered to all employees at Selkirk College (631) in March 2025. The purpose of the research was to check in on changes related to employee perceptions specific to the organization's processes, policies, and practices when compared to the 2023 benchmark survey.

The 2025 findings are reflective of the influence and impact of the broader landscape changes and challenges facing the college. It is to be expected that this would have an impact on the organizational climate survey.

The evolving post-secondary landscape and related changes are negatively affecting the organizational climate, including employee stress and concerns related to compensation and job security. Challenges related to leadership and decision making were an overarching theme.

Results also indicate a need for further consideration in how the college is approaching commitments to advancing Indigenous reconciliation and EDI.

However, it is a good sign that despite these challenges, the college's sense of community and employee commitment remain high.

The 2023 findings set the benchmark for comparison. The 2025 results, gathered during a time of change, provide a second data point against which we can track progress.

The following table shows the accumulated scores by question for 2023 and 2025, as well as the change over time. An upward arrow (↑) represents an increase, a downward arrow (↓) represents a decrease, and a horizontal arrow (↔) represents no change. This symbol was also used where the accumulated score only changed by ±1%. A grey box indicates where a question is new and so there is no change to report.

Question/Index	Accumulated Score (2023)	Accumulated Score (2025)	Change
Impact of Declining International Enrolment			
Q1 Stress (Scores on scale 1-6)		44%	N/A
Job Satisfaction (Scores on scale 1-8)	76%	69%	↓
Q2 Job Satisfaction	76%	69%	↓
Employee Commitment (Scores on scale 1-6)	70%	74%	↑
Q3 Career Happiness	78%	84%	↑
Q4 Organizational Problems	58%	67%	↑
Q5 Sense of Belonging	71%	70%	↔
Q6 Emotional Attachment	70%	73%	↑
Q7 Sense of Family	69%	69%	↔
Q8 Personal Meaning	74%	80%	↑

Question/Index	Accumulated Score (2023)	Accumulated Score (2025)	Change
Psychological Sense of Community (Scores on scale 1-6)	79%	80%	↔
Q9 Good Organization	80%	83%	↑
Q10 Intention to Stay	79%	80%	↔
Q11 Good Fit	82%	85%	↑
Q12 Depending on Employees	72%	74%	↑
Q13 Getting Help from Employees	79%	76%	↓
Q14 Secure Sharing & Asking	69%	70%	↔
Q15 Organizational Importance	83%	87%	↑
Q16 Friends	80%	84%	↑
Q17 Helping Organization & Employees	84%	85%	↔
Organizational Identification (Scores on scale 1-9)	52%	53%	↔
Q18 Organizational Identity	52%	53%	↔
Inclusion Climate (Scores on scale 1-6)	60%	62%	↑
Q19 Promotion	47%	50%	↑
Q20 Performance Review	52%	51%	↔
Q21 Employee Development	66%	64%	↓
Q22 Equal Pay for Equal Work	53%	58%	↑
Q23 Grievances	50%	58%	↑
Q24 Non-Threatening Environment	68%	68%	↔
Q25 Work-Life Balance	71%	73%	↑
Q26 Conflict Resolution	50%	53%	↑
Q27 Valuing People	69%	70%	↔
Q28 Personal Connections	70%	71%	↔
Q29 Workplace Culture	71%	71%	↔
Q30 Employee Input	66%	67%	↔
Q31 Consideration of Ideas	58%	57%	↔
Q32 Updating Work Practices	58%	57%	↔
Q33 Problem-Solving	53%	56%	↑
Health & Safety: Work Related Stress (Scores on scale 1-6)	76%	76%	↔
Q34 Departmental Goals	80%	79%	↔
Q35 Choice in Deciding	82%	82%	↔
Q36 Understanding Work x Aim	85%	83%	↓
Q37 Bullying	88%	89%	↔
Q38 Time Pressures	66%	66%	↔
Q39 Supervisor Support	79%	78%	↔
Q40 Collegial Support	81%	80%	↔
Q41 Having a Say Over Work	81%	83%	↑
Q42 Questioning Change	66%	69%	↑
Q43 Harassment	88%	91%	↑
Q44 Change Consultation	60%	60%	↔

Question/Index	Accumulated Score (2023)	Accumulated Score (2025)	Change
Q45 Supervisor Communication	77%	77%	↔
Q46 Changes into Practice	63%	63%	↔
Q47 Emotional Support	66%	64%	↓
Q48 Supervisor Encouragement	76%	76%	↔
Organizational Commitments			
Q49 Advancing Indigenous Reconciliation (Scores on scale 1-6)		62%	N/A
Q50 Advancing EDI (Scores on scale 1-6)		57%	N/A
Q51 EDI Stage (Scores on scale 1-4)		67%	N/A

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Introduction

Understanding and enhancing employee experience is crucial, and one effective way to do this is by gathering feedback from employees about important issues and areas that require improvement in the work environment. [Selkirk College](#), a post-secondary institution in the West Kootenay and Boundary region in the southern-interior of British Columbia, Canada, seeks to better understand the employee experience to support data-driven decision-making.

Recognizing a lack of consistent and up-to-date data on employee experience, in 2023 the college chose to conduct an organizational climate survey. Organizational climate is defined as the meanings people attach to interrelated bundles of experiences they have at work.¹ More specifically, organizational climate refers to a set of attributes which can be perceived about a particular organization and/or how its subsystems deal with their members and environment. Results of the 2023 survey formed a new baseline for Selkirk College.

The purpose of the 2025 Selkirk College Organizational Climate Survey was to replicate the 2023 survey and process, to gather updated data, and to compare the results with the 2023 baseline.

The following report provides an overview of the work completed (methods), summarizes the 2025 results, and provides a comparison with 2023, and provides a discussion of overlap and differences between the qualitative and quantitative data, followed by a conclusion.

¹ Schneider, B., Ehrhart, M. G., & MacEy, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64, 361–388. <https://doi.org/10.1146/annurev-psych-113011-143809>

Methodology

Critical Context

The 2025 Organizational Climate Survey took place within the context of financial pressures stemming from [federal restrictions on international student recruitment](#), resulting in evolving decisions related to staffing, programs, and campuses. To this end, a new question was added in 2025 to gauge the impact of reduced international enrollment and the resulting labour force adjustments and other changes.

The Survey

In 2023, the team at Selkirk Innovates conducted an extensive literature review for this project, which informed the questions and scales used in the research instrument. For complete details on the survey construction see the [2023 Final Report](#).²

The survey instrument includes five validated scales (groups of questions) and two single measures (i.e., job satisfaction and organizational identification). Using scales that have been tested and validated by academic literature gives a high level of confidence that the questions being asked will provide the accurate data needed to make evidence-based decisions. Some of the questions may seem similar or overlapping. This is by design, as each question is needed to maintain the integrity of the validated scales. Additionally, similar questions allow for cross-referencing to further validate the findings. The survey also included six demographic questions, one question on the college's advancement of reconciliation with Indigenous Peoples, two questions related to equity, diversity, and inclusion, and one open ended question to capture employee comments and recommendations.

The survey instrument can be found in **Appendix 1: Selkirk College organizational climate survey questionnaire**

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Data Collection

The resulting survey was administered online by third-party vendor, Discovery Research, and advertised by Selkirk College through a range of communications channels. The survey was open to all Selkirk College employees (n=631) from March 4–28, 2025. The survey was voluntary, and participants were able to skip questions. Selkirk Innovates received the

² MacDonald, T., Breen, S.-P., & Perehudoff, L. (2023). *Organizational Climate Research Findings*. Selkirk Innovates. https://my.selkirk.ca/media/myselfkirkca/myselfkirkforstaff/departments/humanresources/OCR_Project-Results-Report_Final.pdf

aggregated and anonymized results from Discovery Research, conducting quantitative and qualitative data analyses.

Data Analysis

Quantitative data was analyzed using descriptive statistics for each individual question. A more automated framework was created for quantitative analysis for consistency and to reduce the potential of calculation errors. For this reason, 2023 data were reanalyzed using the updated framework. As a result, the 2023 values may have minor differences from the 2023 report.

Scale results were determined by generating the accumulated score for the related questions. Accumulated score was calculated by dividing the average score by the maximum possible score (not including the score for “I don’t know”) and turning each into a percentage (e.g., 3.5 out of possible high score of 5 = 70%). Accumulated scores were assessed against a 70% threshold. If accumulated scores fell below the 70% threshold, these questions and indices are identified as having room for improvement, where scores above the 70% threshold indicate where things are going well.

The Selkirk Innovates research team reversed the scores for questions 1, 5, 6, 7, 37, 38, and 43. This reversal makes reporting consistent so that a high score implies a positive connotation, and a low score reflects a negative connotation. See **Appendix 1: Selkirk College organizational climate survey questionnaire**

for the survey instrument.

Quantitative data is first presented by scales (validated groupings of questions), and second, by the overarching themes: leadership and institutional considerations, workplace culture, and employment and equitable practices. Note, quantitative questions did not include a focus on excellence in education given the research focus on organizational climate. Regardless, respondents did provide qualitative comments specific to excellence in education which are presented in the qualitative analysis.

Responses to open ended questions (qualitative data) were coded using the coding framework developed in 2023. Coding was manual and completed using NVivo software. Research team members first individually coded the data, then came together to review, discuss, and revise codes through a consensus-based process. This final round of coding was undertaken to ensure that all ideas were coded only to one theme. The research team also analyzed the qualitative data to determine whether comments I) aligned with a particular dimension of the [Selkirk College Strategic Plan](#); II) reflected a tone: positive/constructive, negative/frustrated, or mixed/neutral; III) and if there was a clear recommendation.

Responses to the new question regarding stress related to the college’s decreased international student enrollment were further analyzed against demographic variables.

Demographic responses (e.g., sex/gender, location, department) with fewer than 10 respondents were suppressed to protect respondent privacy.

Positionality

It is important to note that the three members of the research team are also Selkirk College staff members, representing different positions and different durations of work. The research team acknowledges that they bring their own personal experiences and biases with them to this research.

Results

Respondent Demographics

RESPONSE RATE

A total of 240 employees (of a total of 631) completed the survey (38% response rate), decreasing from the 2023 response rate of 43% (total of 652 employees). The reported statistics have a ±5.0% error with a 95% confidence interval. This means that in 2025, the true value for the whole population (631 employees) will be within 5.0% of the reported value 9.5 times out of 10 if the survey was repeated with the same response rate. This only applies to statistics reported at the college level. The statistical significance threshold is not met when broken down by respondent type (e.g., employment duration).

GENDER

Respondents were primarily female (58%), followed by male (23%), prefer not to say (11%), no answer (7%), and prefer to self-identify (0.8%). **Figure 1** shows respondents by gender in 2023 and 2025. The results are similar in magnitude to the college population as a whole: 60% female, 39% male, prefer to self-identify <1%.

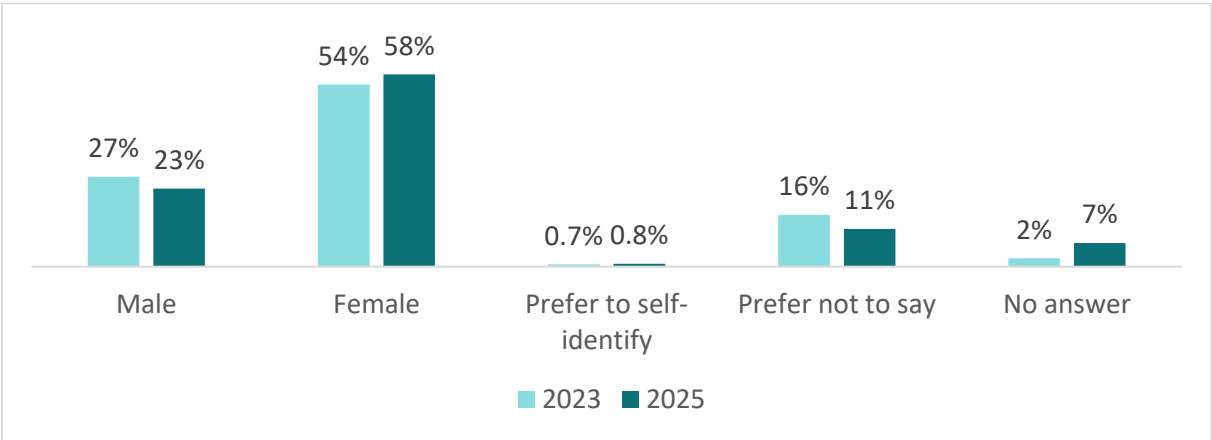


Figure 1: Respondents by gender, 2023 and 2025

EMPLOYMENT DURATION

As shown in **Figure 2**, most respondents have worked at the college for more than 10 years (36%), followed by six to 10 years (26%), and three to five years (23%) – all similar in magnitude to 2023. We see differences between 2023 and 2025 in the one to two year (decreasing from 12% to 9%) and less than one year (10% to 3%) categories.

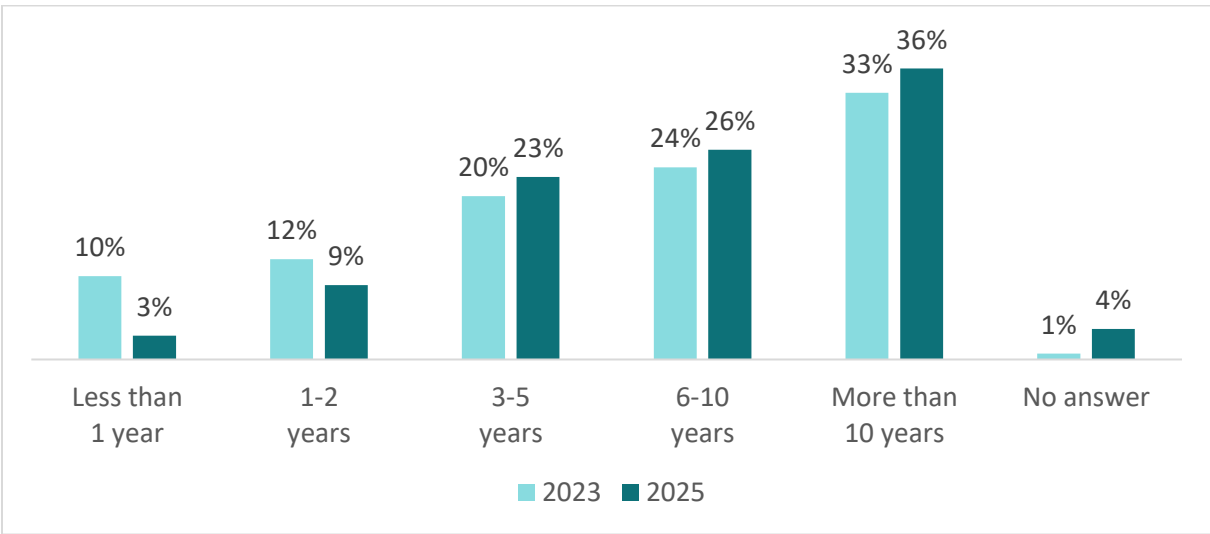


Figure 2: Respondents by employment duration, 2023 and 2025

EMPLOYMENT LOCATION

As shown in **Table 1**, most respondents indicated that the Castlegar campus is their primary location (58%), followed by Nelson – Tenth Street (15%), Nelson – Silver King (11%), Trail (7%), the Selkirk Technology Access Centre or Applied Research and Innovation Centre (5%), and other locations with fewer than 10 respondents (4%). ‘Other’ includes Grand Forks, Nakusp, Nelson – Victoria Street, and Kaslo.

Table 1: Respondents by primary location, 2023 and 2025

Campus or Learning Centre	2023	2025
Castlegar	51%	58%
Nelson – Tenth Street	17%	15%
Nelson – Silver King	13%	11%
Trail	8%	7%
Selkirk Technology Access Centre & Applied Research and Innovation Centre	5%	5%
Other	5%	4%

WORK UNIT

Table 2 shows respondents by primary work unit.³ Work units with less than 10 respondents were categorized into ‘Other: Schools’ (26% of respondents) and ‘Other: Services & Supports’ (18%). Between 2023 and 2025, there was an increase in respondents from Academic Upgrading & Development (+1 percentage point), Selkirk Innovates (+3 percentage points), Student Engagement & Wellness (+1 percentage point), and other work units (+3 percentage points).⁴ Conversely, there was a decrease in respondents from Health & Human Services (-2 percentage points), University Arts & Sciences and the Mir Centre (-4 percentage points), Facilities & Business Services (-3 percentage points), and the Registrar’s Office (-1 percentage point).

Table 2: Respondents by work unit, 2023 and 2025

	Work Unit	2023	2025
ACADEMIC	Academic Upgrading & Development	6%	7%
	Health & Human Services	11%	9%
	University Arts & Sciences and Mir Centre	10%	6%
	Other: Schools	25%	26%
SERVICES & SUPPORTS	Facilities & Business Services	13%	10%
	Registrar’s Office	7%	6%
	Selkirk Innovates	5%	8%
	Student Engagement & Wellness (e.g., Student Access & Support, Athletics & Recreation, CEES)	5%	6%
	Other: Services & Supports	17%	18%
	Other, please specify	1%	4%

EMPLOYMENT EQUITY GROUPS

A total of 144 respondents (60%) identified with at least one employment equity group and 32 respondents (13%) reported intersectionality (belonging to more than one employment equity group). Of the total survey respondents, 58% identified as women or prefer to self-identify their gender, 7% identified as persons with disabilities, 5% identified as members of visible minorities, and 3% identified as Indigenous Peoples. For the purposes of analysis, employment equity groups included those who identified as one or more of the following: Indigenous Peoples, members of visible minorities, and persons with disabilities (n=36).

³ ‘Other: Schools’ includes Arts, Business, Community Education & Workplace Training, Environment & Geomatics, Hospitality & Tourism, and Industry & Trades Training. ‘Other: Services & Supports’ includes Communications & Public Engagement, Finance, Human Relations, Indigenous Education & Engagement, IT, Library, Selkirk International, and the Teaching & Learning Centre.

⁴ Respondents who selected ‘Other, please specify’ did not elaborate on their work unit.

Quantitative Data: Scales & Single Measures

See **27** for the complete accumulated scores by scales and individual questions for 2023 and 2025.

IMPACT OF REDUCED INTERNATIONAL ENROLMENT

To gauge the impact of federal restrictions on international student enrolment and the resulting labour force adjustments, respondents were asked if they are experiencing more stress than they usually feel at work (**Figure 3**). Most respondents indicated that they are feeling more stress, with 68% providing a rating of 1 or 2.

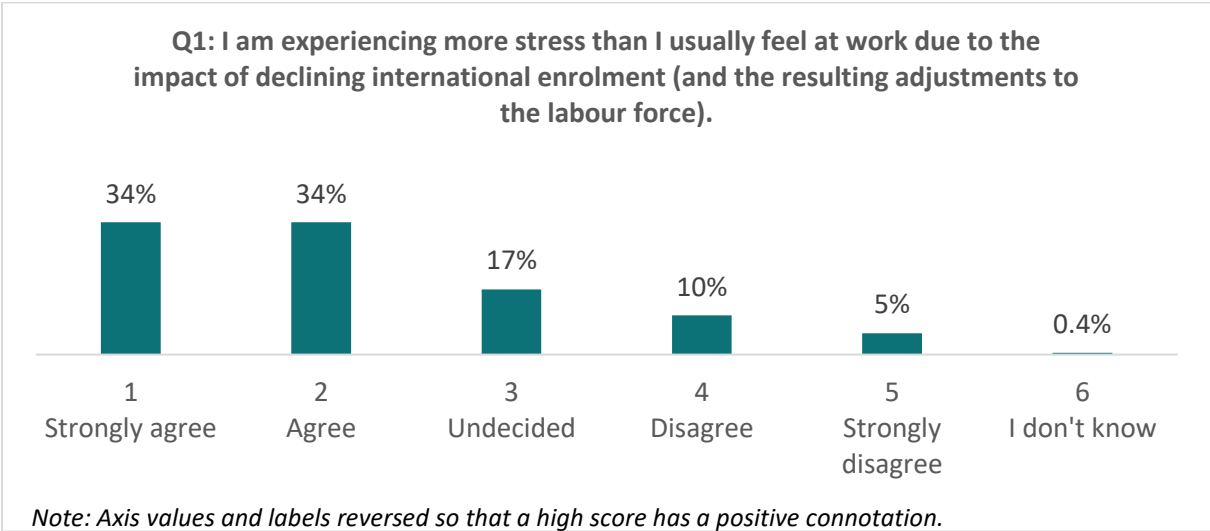


Figure 3: Stress due to the impact of international student restrictions and resulting labour force adjustments, 2025

THE SCALES

To measure organizational climate, employees were asked to rate statements about their perspectives and on-the-job experiences. As described in the methods section, statements were scored on scales and in order to standardize the scales for comparison, accumulated scores were used.

Across the five organizational climate scales, the 70% threshold is being met or exceeded for three of the five scales (**Figure 4**). Respondents reported a strong sense of community (80%), positive perceptions of work-related stress (76%), and strong employee commitment (74%).

The accumulated score for the scale on job satisfaction and institutional alignment fell below the threshold at 69%, decreasing 7 percentage points from 76% in 2023. The fifth scale, inclusion climate, increased 2 percentage points to 62% in 2025, but still falls below the threshold. Of the 15 inclusion climate variables, only four met or exceeded the 70% threshold: work-life balance, valuing people, personal connections, and workplace culture.



Figure 4: Organizational climate scales, 2023 and 2025

As shown in **Figure 5**, close to half of respondents (47%) reported having a moderate to large overlap between their own identity and that of the college, which is the same as 2023.

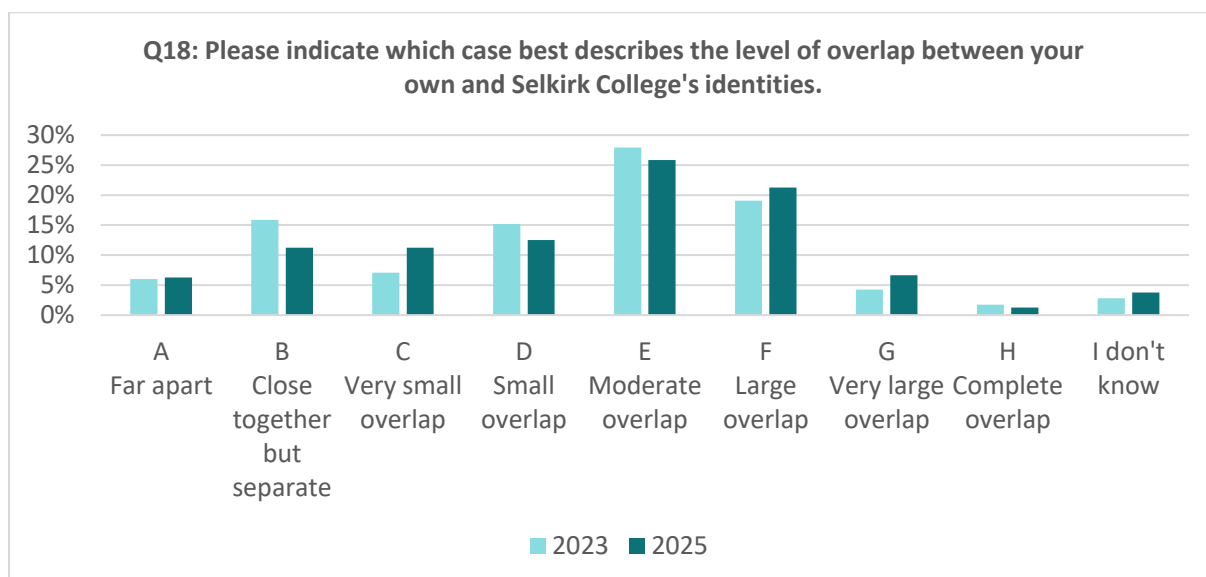


Figure 5: Organizational identity, 2023 and 2025

INDIVIDUAL QUESTIONS

Following the 2023 analysis, results of individual questions were re-grouped by qualitative themes. Findings from individual questions grouped by theme are presented below, including job satisfaction and institutional alignment, leadership and communications, workplace culture, and employment and equitable practices.⁵

⁵ The qualitative theme of excellence in education does not include related quantitative data.

JOB SATISFACTION & INSTITUTIONAL ALIGNMENT

There are 11 questions related to job satisfaction and institutional alignment (**Figure 6**). In 2025 respondents reported positive perceptions of organizational importance (87%), feeling like the college is a good fit (85%), and spending the rest of their career with the college (84%).

Between 2023 and 2025, the accumulated score for feeling that the college has great personal meaning increased by 6 percentage points, while job satisfaction decreased by 7 percentage points. Although the accumulated score for employees feeling as though the college's problems are their own increased by 9 percentage points from 2023 to 2025 (from 58% to 67%), this remains an area for improvement or further exploration.

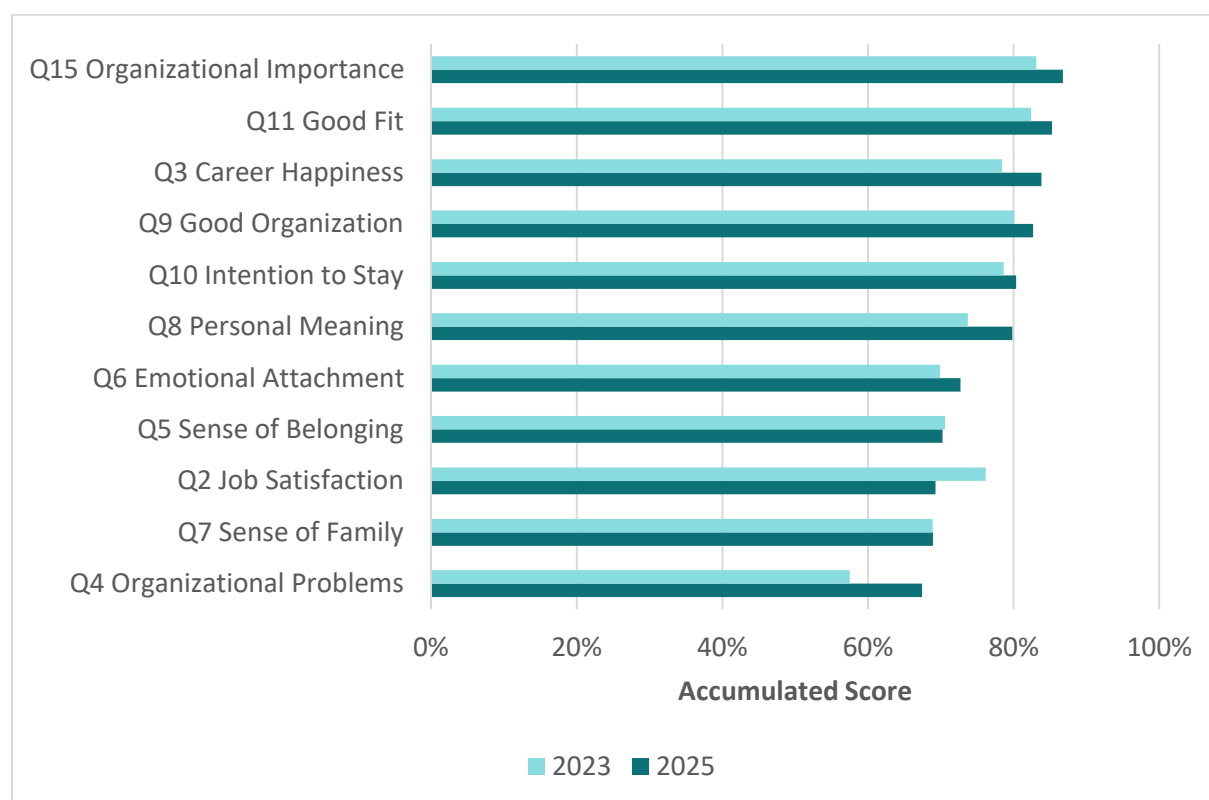


Figure 6: Questions related to job satisfaction and institutional alignment by accumulated score, 2023 and 2025

LEADERSHIP & INSTITUTIONAL CONSIDERATIONS

Of the 12 questions related to leadership and institutional considerations, only two exceeded the 70% threshold (**Figure 7**). Respondents' understanding of how their work fits into the overall aim of the college was the highest accumulated score (decreasing 2 percentage points, from 85% in 2023 to 83% in 2025), followed by having clarity around departmental goals (decreasing 1 percentage point, from 80% in 2023 to 79% in 2025).

Areas for improvement or further exploration below the 70% threshold include questioning change (69%), employee input (67%), effective change management (63%), change consultation

(60%), consideration of employee ideas (57%), updating work practices (57%), and input for problem-solving (56%).

In 2025, three questions related to leadership and institutional considerations were revised and therefore appear as stand alone bars in Figure 7. All fall below the 70% threshold: embracing equity, diversity, and inclusion at all levels (67%), advancing Indigenous reconciliation (62%), and advancing equity, diversity, and inclusion (57%).

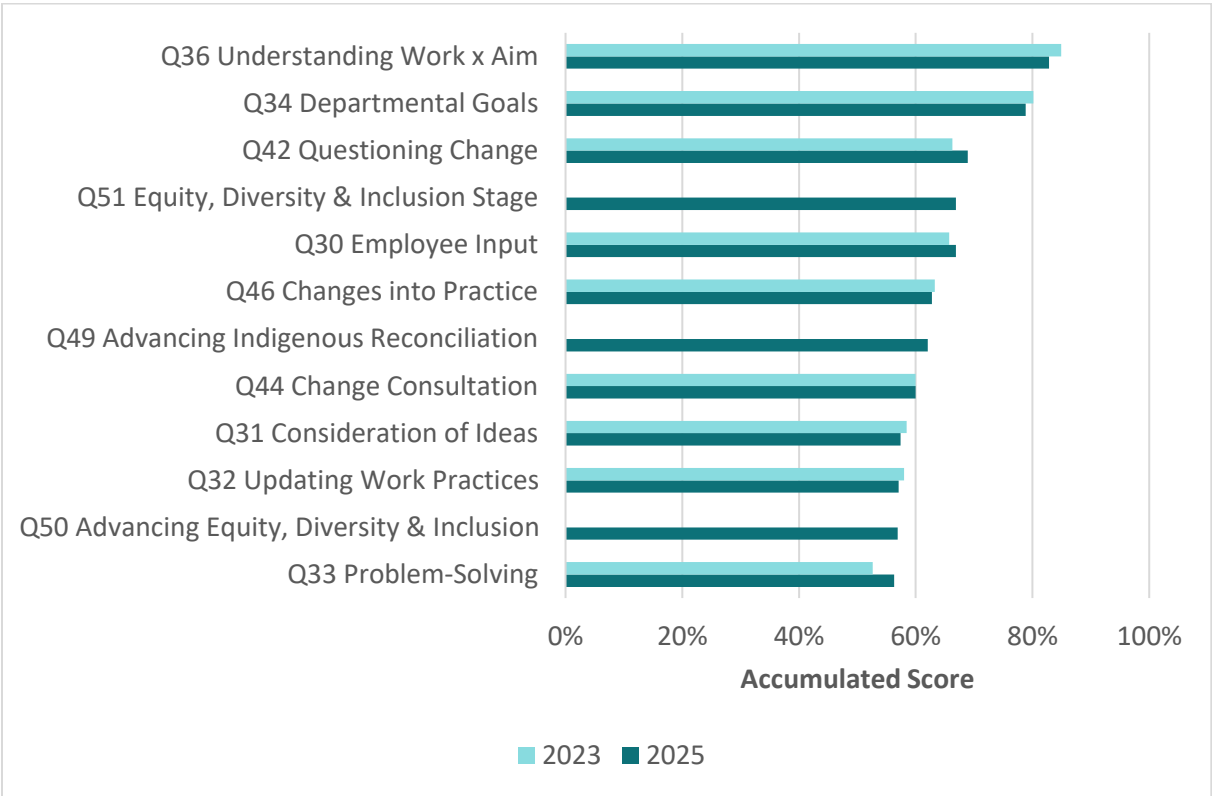


Figure 7: Questions related to leadership and institutional considerations by accumulated score, 2023 and 2025

WORKPLACE CULTURE

All but three of the 14 questions about workplace culture exceed the 70% threshold (**Figure 8**). Harassment (results reversed to a high score is positive) received the highest accumulated score at 91% (increasing 3 percentage points from 88% in 2023), followed by bullying (also reversed) at 89% (increasing 1 percentage point from 88%), indicating strong and improving perceptions in both areas (i.e., these experiences rarely occur). Conflict resolution had the lowest accumulated score at 53% (increasing 3 percentage points from 50% in 2023), followed by grievances at 58% (increasing 8 percentage points from 2023), and a non-threatening environment at 68% (no change from 2023).

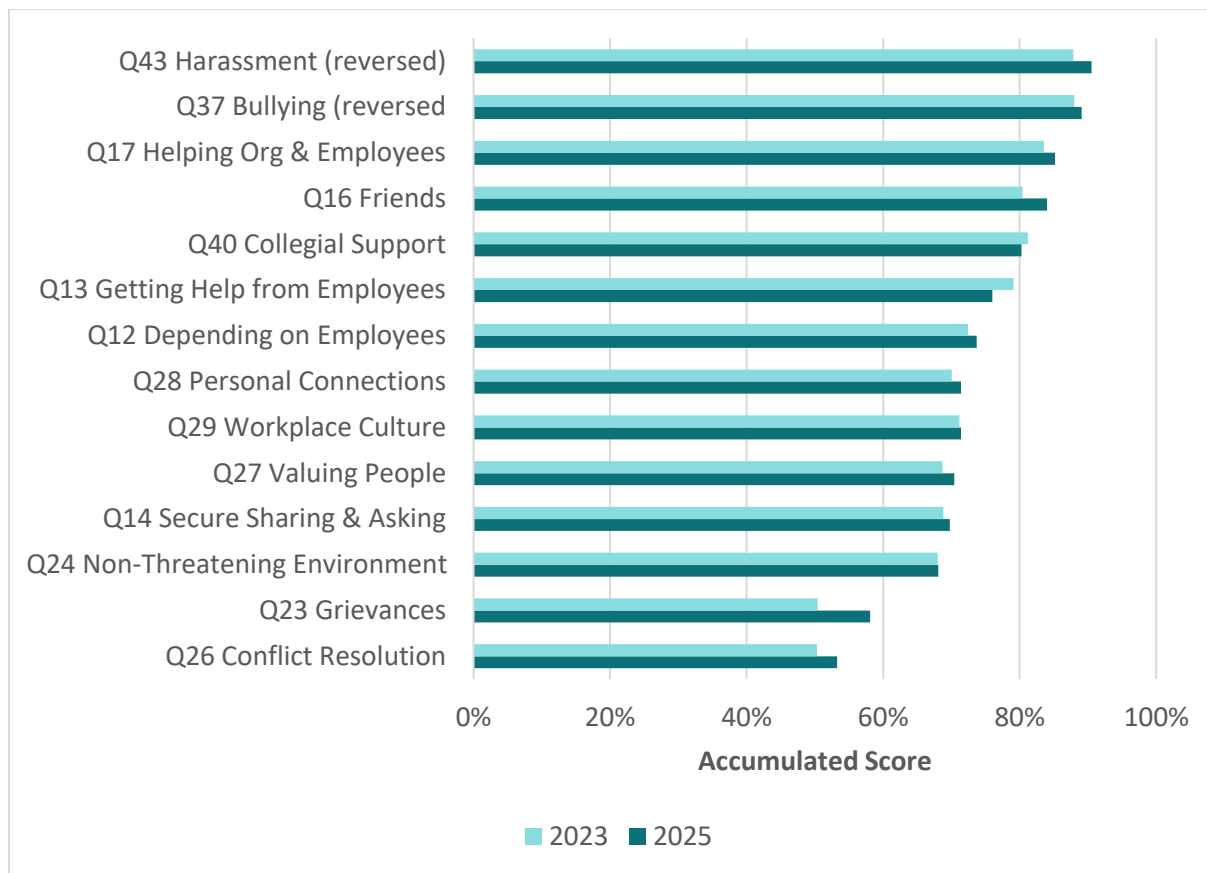


Figure 8: Questions related to workplace culture by accumulated score, 2023 and 2025

EQUITABLE EMPLOYMENT PRACTICES

As detailed in **Figure 9**, half of the questions related to equitable employment practices fell below the 70% threshold. The highest accumulated score was for having a say over work at 83% (increasing 2 percentage points from 81% in 2023), followed by having a choice in deciding how to work at 82% (no change from 2023). The lowest accumulated score was for experiencing a fair promotion process at 50% (increasing 3 percentage points from 47% in 2023), followed by experiencing a fair performance review process (51%), receiving equal pay for equal work (58%), receiving emotional support (64%), investing in employee development (64%), and having unrealistic time pressures (66%).



Figure 9: Questions related to equitable employment practices by accumulated score, 2023 and 2025

DIFFERENCES ACROSS RESPONDENT TYPES

When exploring results by respondents' employment duration, we see that the number of questions falling below the 70% accumulated score threshold changed with duration, ranging from 19 (employed three to five years) to 25 (employed more than 10 years). For respondents who identified as part of an employment equity group there were 20 questions below the 70% threshold.

Across all respondent types, questions from the inclusion climate scale had the lowest accumulated scores overall. Questions about fair processes for promotions and performance reviews had some of the lowest accumulated scores, ranging from 45%-55% by all respondent types. Low scores also emerged across all respondent types for diversity in problem-solving (accumulated scores ranging from 49%-60%), conflict resolution (49%-62%), equal pay for equal work (54%-62%), grievances (54%-61%), consideration of ideas (57%-64%), updating work practices (56%-66%), and employee development (57%-68%). Employee input fell at or below the 70% threshold for all respondent types.

Some questions from the work-related stress scale also scored low across all respondent types, including change consultation (61%-65%) and putting changes into practice (54%-66%). Time pressures scored below the 70% threshold for respondents employed more than three years (62%-66%).

From the employee commitment scale, organizational problems fell at or below the 70% threshold across all respondent types (60%-69%). A sense of family scored less than 70% for respondents employed one to two years, more than ten years, and those who identified as part of an employment equity group.

Of the organizational commitment questions, EDI fell below the 70% threshold for all respondent types except those employed one to two years.

Two respondent types scored questions from the sense of community scale less than 70%. For respondents employed less than one year, “I have friends at Selkirk College” had an accumulated score of 60%, while respondents employed for more than ten years scored “Employees are secure in sharing opinions or asking for advice” at 65%.

Job satisfaction fell at or below the 70% threshold for respondents employed more than five years, as well as for those who identified as part of an employment equity group.

See **Appendices 3 – 17** for the detailed tables of differences across respondent types.

Qualitative Data

A total of 74 respondents provided qualitative comments, fewer than the 131 received in 2023. During the analysis phase, responses were broken up into individual ideas (n=138), 12 of which were removed (e.g., comments that said “NA” or “No thank you”), leaving n=126. These ideas were each coded to a single theme using the 2023 analytical framework (see **Figure 10**). One new sub-theme emerged this year (Equity, Diversity & Inclusion), which was added under the overarching theme of Leadership & Institutional Considerations, and two comments were coded as “other” (i.e., not fitting with another category). Ideas were also coded for alignment of the dimensions of the college’s strategic plan, for the tone of the comment, and for whether there were any explicit recommendations.

Qualitative analysis results are first presented by theme, reflecting both the magnitude of each overarching thematic category and individual sub-themes (by number of coded ideas). This is followed by summaries of strategic plan alignment, overarching tone, and recommendations.

THEMES AND SUB-THEMES

The overarching theme with the highest number of related ideas is leadership and institutional considerations (53%), an increase from 26% in 2023. This was followed by equitable employment practices (29%, up from 25% in 2023), excellence in education (10%, down from 34% in 2023), and workplace culture (8%, down from 15% in 2023). Bolded sub-themes in **Figure 10** are those where the majority of ideas were coded. When compared to the 2023 data, the 2025 comments are more concentrated in select sub-themes.

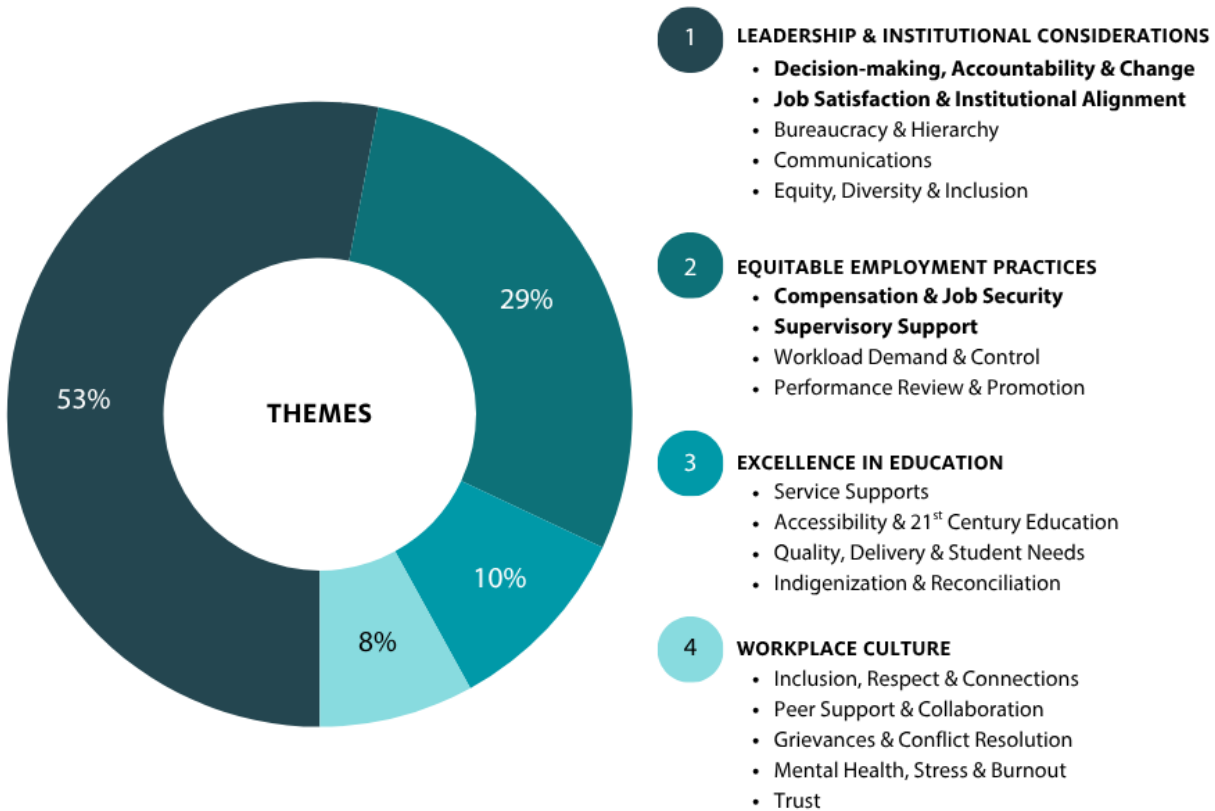


Figure 10: Organizational climate analytic framework by response rate, 2025

As noted above, *leadership and institutional considerations* is the largest theme, which is consistent with 2023. However, in the 2025 data we see an increase in relative size, with this theme now accounting for over half of the ideas presented in the comments. This suggests that topics related to this theme are of high importance. Two sub-themes account for the majority of the ideas coded to this theme.

The largest of the two sub-themes, and the largest sub-theme overall, is *decision-making, accountability and change* (40% of theme, 21% of all ideas), a substantive increase from 9% in 2023. The majority of coded ideas related to decreasing international enrolment and the related financial situation. Most of these comments focus on what decisions have been made and how decisions have been made, including perceived lack of transparency, disconnect between staff and management, and lack of meaningful inclusion. A minority of comments expressed an understanding of the challenge of the situation and acknowledgement that there are no easy solutions. However, most of the related comments express a negative or frustrated

tone (see Tone & Recommendations section,

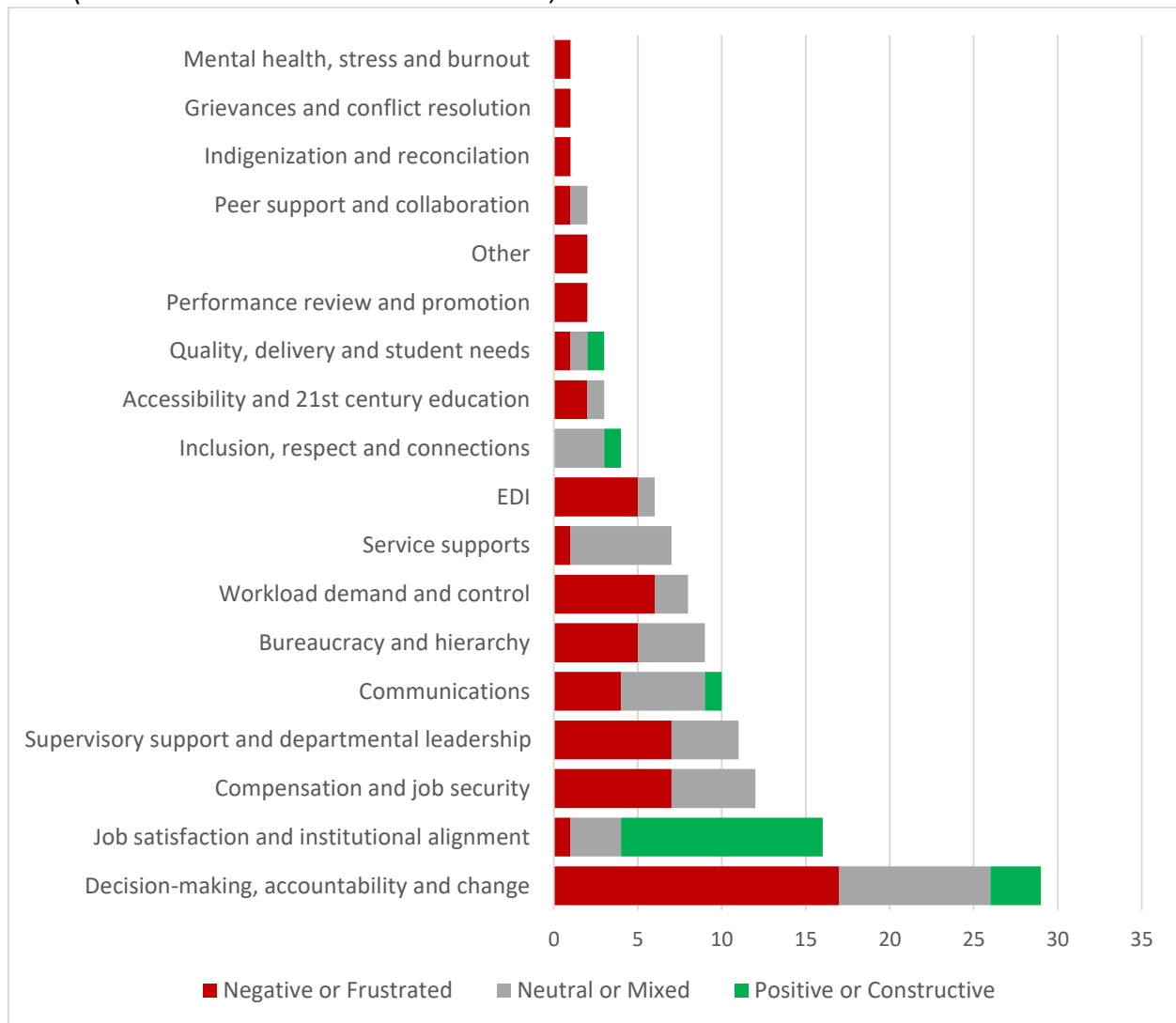


Figure 11). For example:

“I fully understand that choices made for the College have to be made at a higher level, but there is no discussion with those who are actually doing the job. Everything is made Top down; this is where I do not see inclusion with employees. It would be nice if in the choices made, if it was heard and implemented with information from bottom up.”

The sub-theme of **job satisfaction and institutional alignment** is second largest for the theme and overall (22% of theme, 12% of all ideas), and also increased from 2023. Similarly to 2023, the majority of the comments related to job satisfaction express a positive or constructive tone

(see

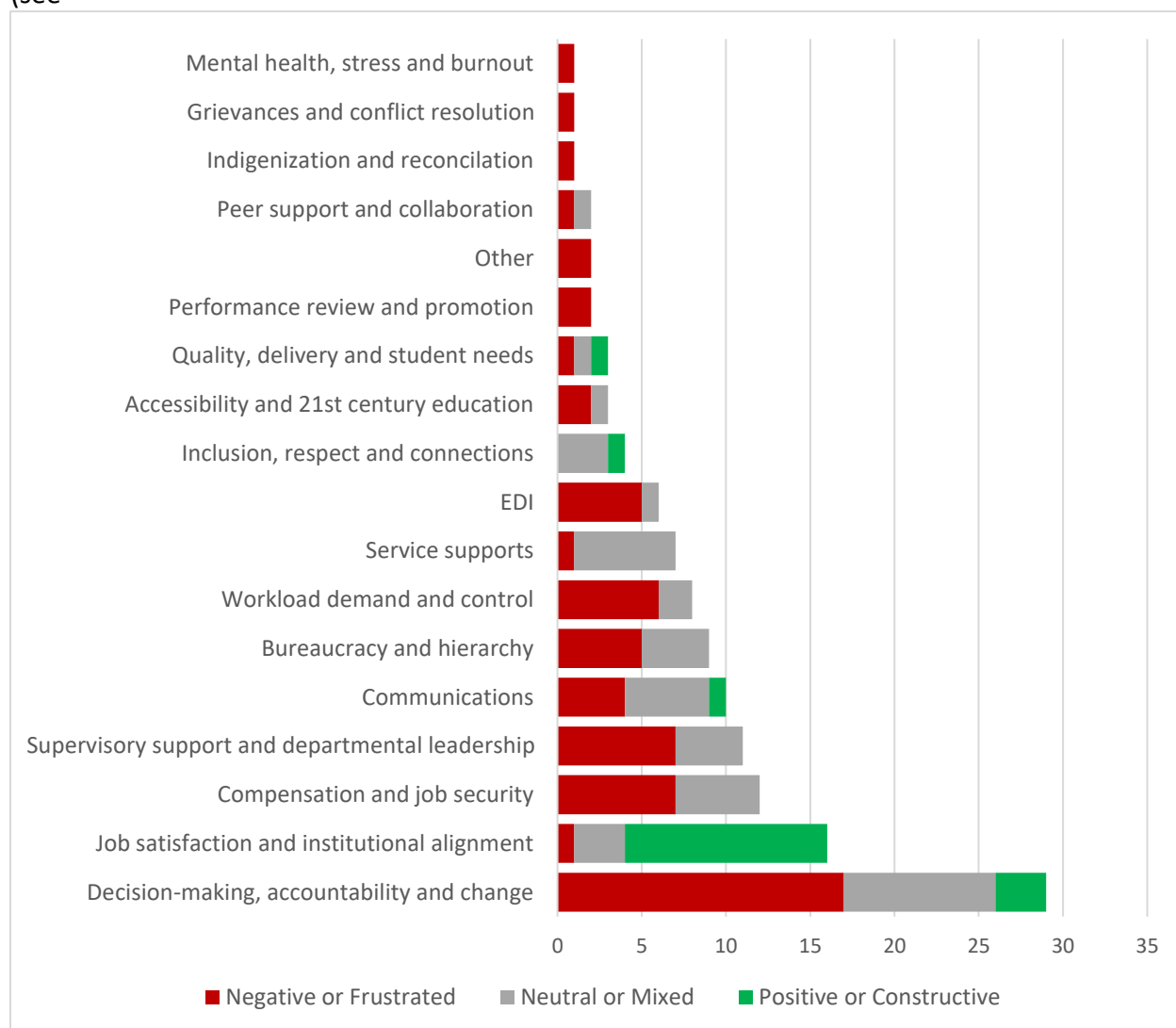


Figure 11). Comments included satisfaction and happiness with individual jobs, with teams and work environment, and with the overarching values and positive contributions of Selkirk College as a whole. For example:

“I truly enjoy working at the college and am grateful for the positive and supportive environment. The college has provided me with excellent supervision, and I am fortunate to work alongside a wonderful team of colleagues. I feel valued and appreciated in my role, and I am happy to contribute to the college’s mission. It’s a place where I feel both professionally and personally fulfilled, and I look forward to continuing to grow and collaborate with such dedicated individuals.”

In 2025 a new code was added to leadership and institutional considerations: **Equity, Diversity & Inclusion (EDI)**. This code emerged from specific comments discussing the college’s approach to EDI. These comments account for 9% of the theme and 5% of the total comments. Comments reflect polarization in perspectives. There were negative perceptions of the college’s

approach, indicating that the college had gone beyond what is necessary or that these initiatives are not required, particularly at a time where we face significant challenges. However, there were also comments clearly identifying personal and observed experiences with ongoing EDI failures within the college. This includes ongoing discrimination – particularly towards racialized individuals – and failures within some departments to implement inclusive policies (e.g., inclusion of Indigenous content or Indigenization). The difference in the tone and content of the discussion when compared to 2023 is indicative of a need for further consideration.

The second largest theme was ***equitable employment practices***, which also increased in magnitude from 2023. Tied for prominence are the sub-themes of ***compensation and job security*** and ***supervisory support*** (both 36% of theme, 10% of total). Comments related to compensation and job security reflect stress related to layoffs, as well as inequities in compensation and benefits. This reflects the impacts of the international student situation in the employee experience. The supervisory support sub theme was dominated by comments related to the lack of leadership, support, and clear direction from direct supervisors. Within the employment and equitable practices theme, one of the most notable changes from 2023 emerged – the decrease in prominence of comments related to workload demand and control from one of the largest sub-themes in 2023 (10% of total) to 6% of total in 2025. However, the related comments indicate that issues related to the amount of work and level of control over workload remain concerning.

The next overarching theme is ***excellence in education***, which is third in terms of prominence of themes (up from fourth in 2023). However, despite this shift in position, this theme decreased in its overall prominence, from 15% in 2023 to 10% in 2025. Of the related sub-themes, that of ***service supports*** was the largest (46% of the theme, 5% of total), with related comments including the need to shift to new, more efficient technologies (and for related training), as well as the need for improving the efficacy and accessibility of current services and supports (e.g., cafeteria, Student Record Services, Unit 4).

Lastly is the theme of ***workplace culture***, which experienced a substantive drop in prominence in related comments from 25% in 2023 to 8% in 2025. All sub-themes were less than 3% of the total. In terms of changes, of note is the overall decrease in prominence of the inclusion, respect, and communications sub-theme, although this may be due to a change in how this topic is being discussed, given the new EDI sub-theme discussed above.

STRATEGIC PLAN ALIGNMENT

As part of the 2025 analysis, each comment was reviewed to identify if there was any alignment between the comment and the four dimensions of the college's [2025 – 2040 strategic plan](#). Most of the comments (52%) did not directly relate. Where comments did relate, the strategic plan dimension that had the most alignment with comments (37%) was “*Deliver: A High Performance High Support Organization*,” with comments related to engagement, accountability, and supporting efficacy (e.g., optimizing processes and structures). The

remaining three pillars received few related comments: “Impact: Innovation for Thriving Communities” (6%), “Focus: Transformative, Distinctive Education” (4%), and “Sustainability: Seven Generations and Beyond” (1%).

tone & recommendations

The tone of responses varied by sub-theme (see

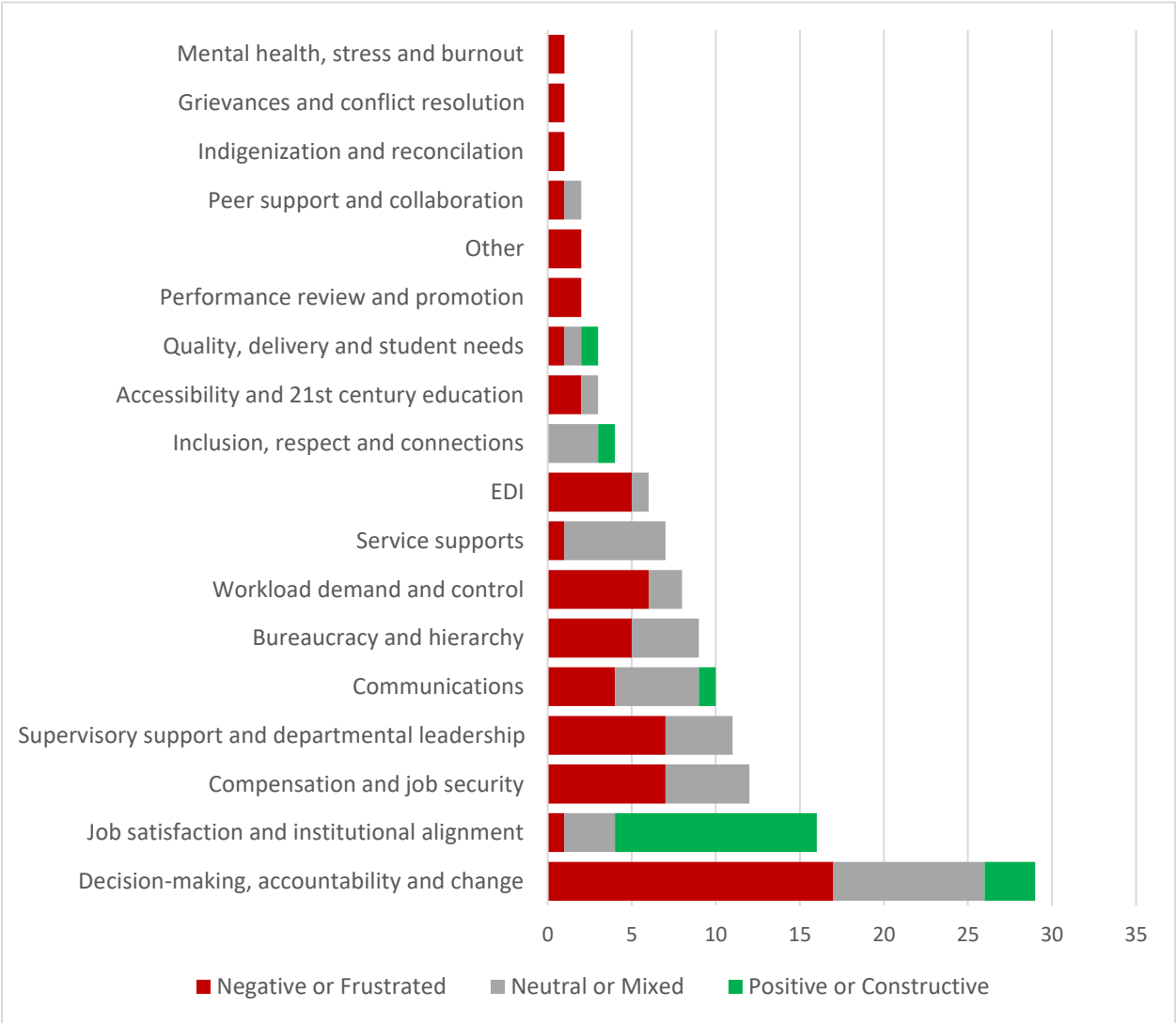


Figure 11). For example, the tone of the two dominant sub-themes differ, with the decision-making sub-theme being primarily negative or frustrated, and the job satisfaction sub-theme being primarily positive. When compared to the 2023 data, there are fewer comments with a positive or constructive tone.

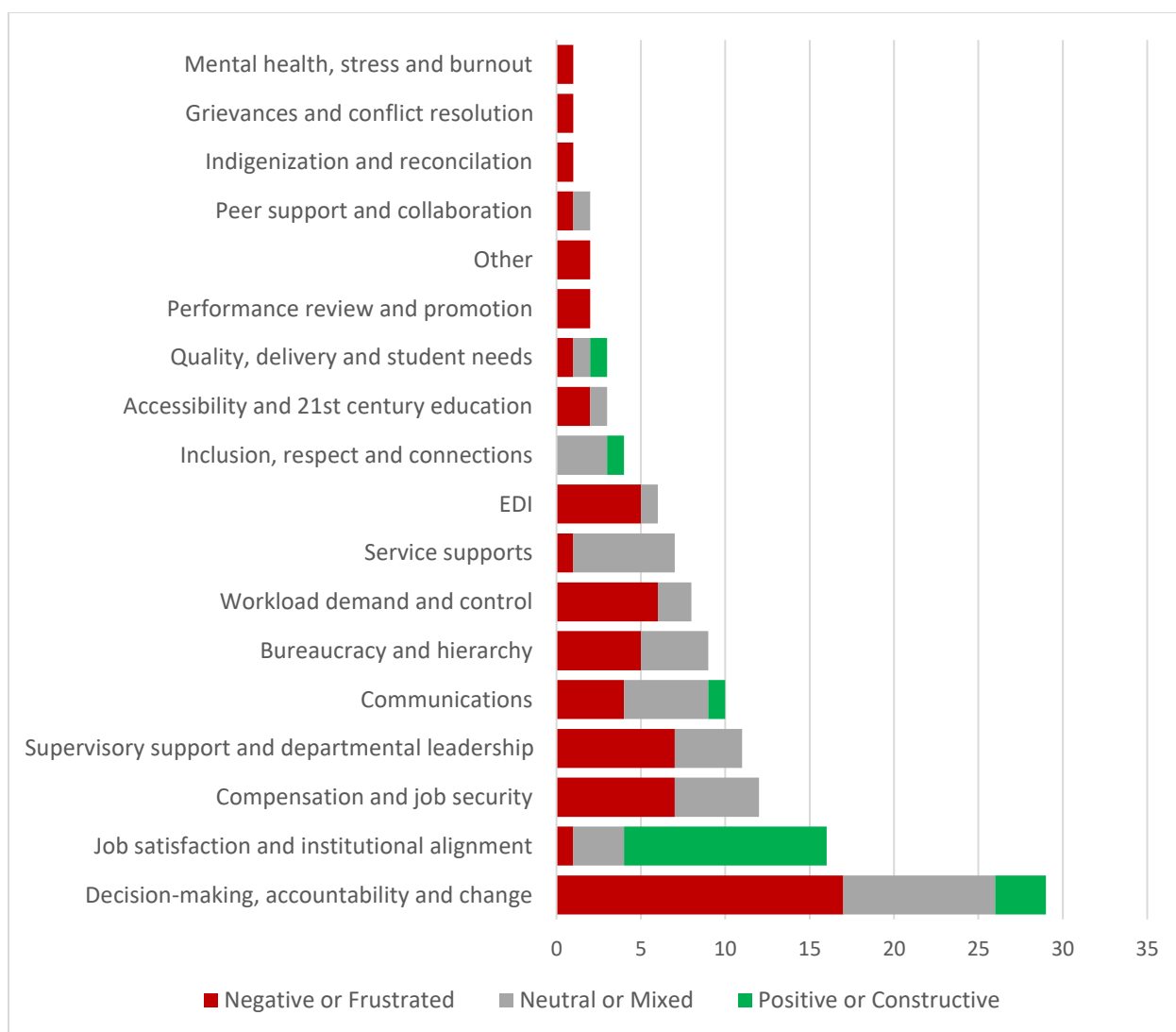


Figure 11: Tone by sub-theme (# of comments), 2025

Just under one quarter (23%) of comments included an explicit recommendation. Recommendations were dispersed across themes and sub-themes. Suggestions included reductions or restructuring in management and administrative positions, re-evaluation of skills and fit required for managerial roles, staff training (e.g., related to internal tools, training to help laid off staff), ideas to increase student numbers (e.g., more asynchronous learning), and changes to internal services.

Discussion

The 2025 organizational climate survey coincided with an **evolving post-secondary landscape related to international student restrictions and resulting labour force adjustments**. The quantitative results indicated that employees are generally feeling more stress, combined with the mentions of related issues in open-ended responses, illustrate negative impacts to Selkirk College's organizational climate. Comments related to compensation and job security reflected stress associated with recent layoffs, as well as concerns about inequities in pay and benefits.

These concerns were echoed in the quantitative data, where questions related to fair promotion and performance review processes, and equal pay for equal work received low accumulated scores. Related areas for improvement include addressing emotionally demanding work, unrealistic time pressures, and stronger investment in employee development.

Challenges related to leadership and decision making were an overarching theme. We see this reflected in the prominence of leadership and institutional considerations within the qualitative data – particularly related to decision-making, accountability and change. This is also reflected within related quantitative questions, where only two exceeded the 70% accumulated score threshold. These results reflect not only the impact of the changing landscape, but also highlight opportunities for dialogue and improvement within the college, particularly related to:

- Bridging disconnects between staff and leadership.
- Not only actively seeking employee input but involving staff in problem-solving processes.
- Increasing opportunities for employees to understand proposed changes, demonstrating meaningful consultation, and improving transparency and clarity around change implementation.
- Enhancing communication about departmental goals and clarifying how employees' work contributes to the college's overall plans and priorities.
- Opportunities for increasing collaboration and bridging silos between departments across the organization.

Despite challenges, sense of community and employee commitment remain high. Although the total accumulated score for the scale on job satisfaction fell below the 70% threshold, eight of the related questions still scored above 70%, while 80% of related open-ended responses reflected a positive or constructive tone. Additionally, the quantitative data reflects a strong sense of community, positive perceptions of work-related stress, and strong employee commitment.

Supervisory support comments focused on a perceived lack of leadership, direction, and support from direct supervisors. In contrast, quantitative results remained relatively stable, with accumulated scores indicating that employees feel their supervisor encourages them at work (76%), they feel able to speak with their supervisor about upsetting issues (77%), and they feel they can rely on their supervisor for help with work problems (78%). Close to half of respondents (47%) reported having a moderate to large overlap between their own identity and that of the college, which is the same as 2023.

There is a **need for further consideration of efforts to advance Indigenous reconciliation and EDI.** Quantitative questions related to reconciliation, EDI, and equitable employment practices all indicated room for improvement. When respondents were asked to select the statement that best represents EDI at the college, the average score of 2.7 suggests employees perceive the organization as between the intermediate and mature stages, with opportunities to actively implement inclusion and meaningfully embed diversity into organizational systems. However, while qualitative comments on EDI represented a small portion of total responses, the polarization within comments signals this area requires further consideration. While

quantitative data suggests a relatively positive workplace culture, employees indicate that processes for conflict resolution and grievances may be improved, in addition to continuing to nurture a non-threatening workplace environment in which people can show up authentically.

Related Initiatives Underway

Highlights of college initiatives related to items identified above are summarized below.

Transparency & Inclusive Decision-Making

- Introduced a [transparent decision-making framework](#) to guide inclusive, accountable processes.
- Launched a weekly newsletter that consistently shares timely updates – from strategic planning to procurement to community engagement – enhancing trust and transparency across the college.
- Implemented a [Public Interest Disclosure framework](#) to support ethical conduct and provide safe channels for reporting concerns.

Support for Excellence in Education

- Established an Indigenous Education Community of Practice to support culturally grounded teaching and learning.
- Continued to offer robust Teaching & Learning supports, including a multi-campus Assessment Fair.
- Hired an Indigenous Education Developer to support faculty/instructors and programs.
- Piloted two new modernized classroom structures (high tech and low tech) on the Castlegar campus.
- Specialized equipment purchases through grant funding.
- Updated student spaces.

Workplace Culture

- Regular town halls – both themed and open-ended – ensure direct communication and reciprocal dialogue between leadership and staff.
- Reimagined the annual employee BBQ to include families, strengthening community connections.
- Introduced mandatory annual Respect in the Workplace Training to reinforce a safe, inclusive and respectful environment.
- Launched Communities of Practice focused on Neurodiversity and Gender Equity to foster inclusion and shared learning.

Equitable Employment Practices

- Developed and implemented a 50-30 Challenge & Unconscious Bias learning tool, now standard for all hiring committees.

- Revamped the careers websites and the job posting template to better reflect our commitments to EDI and Indigenization.
- Updated definitions and design in Hireserve to better encourage self-identification and reflect inclusive language and practices.
- Created EDI metrics for recruitment and selection, followed by period-over-period analysis showing measurable improvement in some areas.

Conclusion

The 2025 findings are reflective of the influence and impact of the broader landscape changes and challenges facing the college. It is to be expected that this would have an impact on the organizational climate survey.

The evolving post-secondary landscape and related changes are negatively affecting the organizational climate, including employee stress and concerns related to compensation and job security. Challenges related to leadership and decision making were an overarching theme.

Results also indicate a need for further consideration in how the college is approaching commitments to advancing Indigenous reconciliation and EDI.

However, it is a good sign that despite these challenges, the college's sense of community and employee commitment remain high.

The 2023 findings set the benchmark for comparison. The 2025 results, gathered during a time of change, provide a second data point against which we can track progress.

Appendices

Appendix 1: Selkirk College organizational climate survey questionnaire

Please consider your overall experience at Selkirk College and ensure your responses reflect your work in the last 6 months.

Impact of Declining International Enrolment

Please indicate the level of your agreement or disagreement with the statement below by selecting a number from 1 to 5 using the following scale: 1=strongly disagree, 2=disagree, 3=undecided, 4=agree, 5=strongly agree, 6=I don't know.

1. I am experiencing more stress than I usually feel at work due to the impact of declining international enrolment (and the resulting adjustments to the labour force).

Job Satisfaction

Please indicate the level of your agreement or disagreement with each statement by selecting a number from 1 to 7 using the following scale: 1=extremely dissatisfied, 7=extremely satisfied, 8=I don't know.

2. Taking everything into consideration, how do you feel about your job as a whole?

Employee Commitment

Please indicate the level of your agreement or disagreement with each statement by selecting a number from 1 to 5 using the following scale: 1=strongly disagree, 2=disagree, 3=undecided, 4=agree, 5=strongly agree, 6=I don't know.

3. I would be very happy to spend the rest of my career with Selkirk College.
4. I really feel as if Selkirk College's problems are my own.
5. I do not feel a strong sense of "belonging" to Selkirk College.
6. I do not feel "emotionally attached" to Selkirk College.
7. I do not feel like "part of the family" at Selkirk College.
8. Selkirk College has a great deal of personal meaning for me.

Psychological Sense of Community

Please indicate the level of your agreement or disagreement with each statement by selecting a number from 1 to 5 using the following scale: 1=strongly disagree, 2=disagree, 3=undecided, 4=agree, 5=strongly agree, 6=I don't know.

9. I think Selkirk College is a good organization.
10. I am not planning on leaving Selkirk College.
11. For me, Selkirk College is a good fit.
12. Employees can depend on each other at Selkirk College.

13. Employees can get help from other employees if they need it.
14. Employees are secure in sharing opinions or asking for advice.
15. Selkirk College is important to me.
16. I have friends at Selkirk College.
17. I feel good helping Selkirk College and its employees.

Organizational Identification

Please indicate which case (A, B, C, D, E, F, G, or H) best describes the level of overlap between your own and Selkirk College's identities.

18. Imagine that one of the circles at the left in each row represents your own self-definition or identity and the other circle at the right represents Selkirk College's identity.

	ME	SC	
A			Far Apart
B			Close Together but Separate
C			Very Small Overlap
D			Small Overlap
E			Moderate Overlap
F			Large Overlap
G			Very Large Overlap
H			Complete Overlap

Inclusion Climate

Please indicate the level of your agreement or disagreement with each statement by selecting a number from 1 to 5 using the following scale: 1=strongly disagree, 2=disagree, 3=undecided, 4=agree, 5=strongly agree, 6=I don't know.

19. Selkirk College has a fair promotion process.
20. The performance review process is fair at Selkirk College.
21. Selkirk College invests in the development of all of its employees.
22. Employees at Selkirk College receive "equal pay for equal work."
23. Selkirk College provides safe ways for employees to voice their grievances.

24. Selkirk College is characterized by a non-threatening environment in which people can reveal their “true” selves.
25. Selkirk College values work-life balance.
26. Selkirk College commits resources to ensuring that employees are able to resolve conflicts effectively.
27. Employees at Selkirk College are valued for who they are as people, not just for the jobs that they fill.
28. At Selkirk College, people often share and learn about one another as people.
29. Selkirk College has a culture in which employees appreciate the differences that people bring to the workplace.
30. At Selkirk College, employee input is actively sought.
31. At Selkirk College, everyone’s ideas for how to do things better are given serious consideration.
32. At Selkirk College, employees’ insights are used to rethink or redefine work practices.
33. Top management exercises the belief that problem-solving is improved when input from different roles, ranks, and functions is considered.

Health & Safety – Work Related Stress

Please indicate how often you experience each statement by selecting a number from 1 to 5 using the following scale: 1=never, 2=seldom, 3=sometimes, 4=often, 5=always, 6=I don’t know.

34. I am clear about the goals and objectives of my department.
35. I have a choice in deciding how I do my work.
36. I understand how my work fits into the overall aim of Selkirk College.
37. I am subject to bullying at work.
38. I have unrealistic time pressures.
39. I can rely on my supervisor to help me out with a work problem.
40. I get help and support I need from colleagues.
41. I have some say over the way I work.
42. I have sufficient opportunities to question managers about change at work.
43. I am subject to personal harassment in the form of unkind words or behaviour.
44. Staff are consulted about change at work.
45. I can talk to my supervisor about something that has upset or annoyed me about work.
46. When changes are made at work, I am clear how they will work out in practice.
47. I am supported through emotionally demanding work.
48. My supervisor encourages me at work.

Organizational Commitments

Please indicate the level of your agreement or disagreement with each statement by selecting a number from 1 to 5 using the following scale: 1=strongly disagree, 2=disagree, 3=undecided, 4=agree, 5=strongly agree, 6=I don't know.

- 49. Selkirk College is advancing reconciliation with Indigenous Peoples, which is the intentional process of establishing and maintaining respectful and right relationships with Indigenous governments, organizations, families and learners.
- 50. Selkirk College is advancing equity, diversity and inclusion by empowering underrepresented voices, and working towards identifying and removing barriers to access and inclusion from systems, policies, practices and supports.

Please select one.

- 51. Which statement best represents equity, diversity, and inclusion at Selkirk College?
 - 1. Early Stage: Selkirk College focuses on following legal requirements, with little commitment to inclusion. Leaders are minimally involved, and actions are mostly reactive.
 - 2. Intermediate Stage: Selkirk College recognizes diversity as beneficial for business but takes limited action. Leaders support inclusion in principle but do not actively implement it.
 - 3. Mature Stage: Mature Stage: Selkirk College embeds diversity into workplace systems to improve teamwork and outcomes. Leaders play a key role in fostering inclusion and supporting a diverse workforce.
 - 4. Advanced Stage: Selkirk College fully embraces diversity and inclusion at all levels. Leaders and employees work together to create a workplace where everyone feels valued and empowered.

Open-ended

- 52. Do you have any additional comments and/or recommendations?

Demographics

These demographic questions are optional. As with the rest of the survey, you may stop at anytime or choose to skip a question.

- 53. Duration of employment at Selkirk College:
 - 1. Less than 1 year
 - 2. 1-2 years
 - 3. 3-5 years
 - 4. 6-10 years
 - 5. More than 10 years

54. What is the location of your primary Campus / Learning Centre? Reminder: your responses are anonymous. To maintain anonymity, if there are less than 10 responses from any campus, the related data will be removed from disaggregated data by the third-party consultant prior to returning for analysis.

- Trail
- Castlegar
- Nelson – Silver King
- Nelson – Tenth Street
- Nelson – Victoria Street
- Kaslo
- Grand Forks
- Nakusp
- Selkirk Technology Access Centre
- Applied Research & Innovation Centre

55. Please indicate your primary department / school. Reminder: your responses are anonymous. To maintain anonymity, if there are less than 10 responses from any department / school, the related data will be removed from disaggregated data by the third-party consultant prior to returning for analysis.

- Communications & Public Engagement
- Facilities and Business Services (e.g., Ancillary Services, Health & Safety, Campus Management, Facilities, Maintenance)
- Finance
- Human Resources
- Indigenous Education & Engagement
- IT
- Library
- Registrar's Office
- Selkirk Innovates
- Selkirk International
- Student Engagement & Wellness (e.g., Student Access & Support, Athletics & Recreation, CEES)
- Teaching & Learning Centre
- Academic Upgrading & Development
- Arts
- Business
- Community Education & Workplace Training
- Environment & Geomatics
- Health & Human Services
- Hospitality & Tourism

- Industry & Trades Training
- University Arts & Sciences and Mir Centre
- Other (please specify)
- Prefer not to say

56. Do you identify as belonging to one or more of the Government of Canada's employment equity designated groups? Please select all that apply:

- Indigenous Peoples
- Members of visible minorities
- Persons with disabilities

57. What was your sex at birth? (refers to sex assigned at birth) * ⁶

1. Male
2. Female
3. Intersex
4. Prefer not to say

58. What is your gender? (Refers to current gender which may be different from sex assigned at birth and may be different from what is indicated on legal documents.) * ¹

1. Male
2. Female
3. Prefer to self-identify (please specify: _____)
4. Prefer not to say

⁶ *These questions are in accordance with Statistics Canada's current guidelines for the census.

Appendix 2: Selkirk College organizational climate survey accumulated scores for all respondents, 2023 and 2025, and change over time

Question/Index	Accumulated Score 2023 (n=283)	Accumulated Score 2025 (n=240)	Change
Impact of Declining International Enrolment			
Q1 Stress (Scores on scale 1-6)		44%	N/A
Job Satisfaction (Scores on scale 1-8)	76%	69%	↓
Q2 Job Satisfaction	76%	69%	↓
Employee Commitment (Scores on scale 1-6)	70%	74%	↑
Q3 Career Happiness	78%	84%	↑
Q4 Organizational Problems	58%	67%	↑
Q5 Sense of Belonging	71%	70%	↔
Q6 Emotional Attachment	70%	73%	↑
Q7 Sense of Family	69%	69%	↔
Q8 Personal Meaning	74%	80%	↑
Psychological Sense of Community (Scores on scale 1-6)	79%	80%	↔
Q9 Good Organization	80%	83%	↑
Q10 Intention to Stay	79%	80%	↔
Q11 Good Fit	82%	85%	↑
Q12 Depending on Employees	72%	74%	↑
Q13 Getting Help from Employees	79%	76%	↓
Q14 Secure Sharing & Asking	69%	70%	↔
Q15 Organizational Importance	83%	87%	↑
Q16 Friends	80%	84%	↑
Q17 Helping Organization & Employees	84%	85%	↔
Organizational Identification (Scores on scale 1-9)	52%	53%	↔
Q18 Organizational Identity	52%	53%	↔
Inclusion Climate (Scores on scale 1-6)	60%	62%	↑
Q19 Promotion	47%	50%	↑
Q20 Performance Review	52%	51%	↔
Q21 Employee Development	66%	64%	↓
Q22 Equal Pay for Equal Work	53%	58%	↑
Q23 Grievances	50%	58%	↑
Q24 Non-Threatening Environment	68%	68%	↔
Q25 Work-Life Balance	71%	73%	↑
Q26 Conflict Resolution	50%	53%	↑
Q27 Valuing People	69%	70%	↔
Q28 Personal Connections	70%	71%	↔
Q29 Workplace Culture	71%	71%	↔
Q30 Employee Input	66%	67%	↔
Q31 Consideration of Ideas	58%	57%	↔

Question/Index	Accumulated Score 2023 (n=283)	Accumulated Score 2025 (n=240)	Change
Q32 Updating Work Practices	58%	57%	↔
Q33 Problem-Solving	53%	56%	↑
Heath & Safety: Work Related Stress (Scores on scale 1-6)	76%	76%	↔
Q34 Departmental Goals	80%	79%	↔
Q35 Choice in Deciding	82%	82%	↔
Q36 Understanding Work x Aim	85%	83%	↓
Q37 Bullying	88%	89%	↔
Q38 Time Pressures	66%	66%	↔
Q39 Supervisor Support	79%	78%	↔
Q40 Collegial Support	81%	80%	↔
Q41 Having a Say Over Work	81%	83%	↑
Q42 Questioning Change	66%	69%	↑
Q43 Harassment	88%	91%	↑
Q44 Change Consultation	60%	60%	↔
Q45 Supervisor Communication	77%	77%	↔
Q46 Changes into Practice	63%	63%	↔
Q47 Emotional Support	66%	64%	↓
Q48 Supervisor Encouragement	76%	76%	↔
Organizational Commitments			
Q49 Advancing Indigenous Reconciliation (Scores on scale 1-6)		62%	N/A
Q50 Advancing EDI (Scores on scale 1-6)		57%	N/A
Q51 EDI Stage (Scores on scale 1-4)		67%	N/A

Appendix 3: Selkirk College organizational climate survey accumulated scores by employment duration and employment equity groups, 2025

Values highlighted in blue fall below the 70% threshold for accumulated score, while x's highlighted in grey indicate data masked due to a small sample size.

Question/Index	Total College (n=240)	Less than 1 year (n=7)	1-2 years (n=22)	3-5 years (n=54)	6-10 years (n=62)	More than 10 years (n=86)	Equity Groups (n=36)
Impact of Declining International Enrolment							
Q1 Stress (Scores on scale 1-6)	44%	60%	41%	43%	43%	43%	42%
Job Satisfaction (Scores on scale 1-8)	69%	82%	73%	70%	69%	67%	69%
Q2 Job Satisfaction	69%	82%	73%	70%	69%	67%	69%
Employee Commitment (Scores on scale 1-6)	74%	72%	70%	74%	74%	75%	72%
Q3 Career Happiness	84%	83%	85%	83%	83%	85%	79%
Q4 Organizational Problems	67%	66%	60%	69%	67%	70%	67%
Q5 Sense of Belonging	70%	74%	65%	74%	70%	70%	66%
Q6 Emotional Attachment	73%	74%	66%	71%	75%	74%	73%
Q7 Sense of Family	69%	71%	67%	72%	70%	67%	67%
Q8 Personal Meaning	80%	66%	78%	77%	80%	84%	83%
Psychological Sense of Community (Scores on scale 1-6)	80%	82%	81%	80%	82%	80%	81%
Q9 Good Organization	83%	86%	85%	83%	83%	81%	85%
Q10 Intention to Stay	80%	89%	79%	80%	80%	80%	81%
Q11 Good Fit	85%	89%	85%	82%	88%	86%	84%
Q12 Depending on Employees	74%	83%	74%	73%	75%	74%	71%
Q13 Getting Help from Employees	76%	83%	76%	76%	77%	75%	77%
Q14 Secure Sharing & Asking	70%	77%	75%	72%	72%	65%	71%
Q15 Organizational Importance	87%	83%	85%	84%	88%	88%	89%
Q16 Friends	84%	60%	82%	82%	89%	84%	84%
Q17 Helping Organization & Employees	85%	86%	92%	87%	87%	88%	91%
Organizational Identification (Scores on scale 1-9)	53%	43%	49%	54%	53%	54%	52%
Q18 Organizational Identity	53%	43%	49%	54%	53%	54%	52%
Inclusion Climate (Scores on scale 1-6)	62%	63%	61%	62%	63%	61%	64%

Question/Index	Total College (n=240)	Less than 1 year (n=7)	1-2 years (n=22)	3-5 years (n=54)	6-10 years (n=62)	More than 10 years (n=86)	Equity Groups (n=36)
Q19 Promotion	50%	x	45%	50%	55%	52%	46%
Q20 Performance Review	51%	x	51%	50%	55%	52%	47%
Q21 Employee Development	64%	57%	66%	68%	65%	62%	65%
Q22 Equal Pay for Equal Work	58%	57%	55%	54%	62%	57%	54%
Q23 Grievances	58%	54%	61%	59%	53%	60%	61%
Q24 Non-Threatening Environment	68%	71%	65%	72%	70%	65%	68%
Q25 Work-Life Balance	73%	77%	79%	76%	72%	71%	78%
Q26 Conflict Resolution	53%	x	62%	49%	51%	57%	58%
Q27 Valuing People	70%	69%	73%	72%	70%	69%	71%
Q28 Personal Connections	71%	69%	65%	71%	75%	71%	71%
Q29 Workplace Culture	71%	74%	60%	72%	74%	71%	74%
Q30 Employee Input	67%	63%	70%	68%	68%	64%	71%
Q31 Consideration of Ideas	57%	60%	58%	57%	59%	56%	64%
Q32 Updating Work Practices	57%	60%	53%	57%	58%	56%	66%
Q33 Problem-Solving	56%	49%	60%	58%	56%	54%	62%
Heath & Safety: Work Related Stress (Scores on scale 1-6)	76%	74%	79%	75%	77%	76%	79%
Q34 Departmental Goals	79%	66%	83%	76%	78%	81%	81%
Q35 Choice in Deciding	82%	74%	86%	80%	83%	83%	83%
Q36 Understanding Work x Aim	83%	80%	85%	81%	84%	83%	84%
Q37 Bullying	89%	97%	92%	90%	86%	90%	87%
Q38 Time Pressures	66%	69%	73%	66%	67%	62%	62%
Q39 Supervisor Support	78%	89%	81%	76%	78%	79%	82%
Q40 Collegial Support	80%	83%	81%	81%	83%	77%	79%
Q41 Having a Say Over Work	83%	77%	85%	83%	85%	81%	82%
Q42 Questioning Change	69%	71%	68%	66%	71%	69%	81%
Q43 Harassment	91%	97%	93%	91%	90%	89%	87%
Q44 Change Consultation	60%	63%	64%	61%	65%	63%	68%

Question/Index	Total College (n=240)	Less than 1 year (n=7)	1-2 years (n=22)	3-5 years (n=54)	6-10 years (n=62)	More than 10 years (n=86)	Equity Groups (n=36)
Q45 Supervisor Communication	77%	74%	81%	76%	78%	77%	82%
Q46 Changes into Practice	63%	54%	66%	61%	62%	63%	63%
Q47 Emotional Support	64%	54%	71%	60%	65%	63%	74%
Q48 Supervisor Encouragement	76%	69%	76%	73%	79%	74%	83%
Organizational Commitments							
Q49 Advancing Indigenous Reconciliation (Scores on scale 1-6)	62%	60%	82%	76%	69%	76%	82%
Q50 Advancing EDI (Scores on scale 1-6)	57%	66%	65%	73%	63%	68%	77%
Q51 EDI Stage (Scores on scale 1-4)	67%	61%	71%	64%	67%	67%	63%

Appendix 4: Selkirk College organizational climate survey results by possible range of scores, response rate, mean, and percent of responses "I don't know," 2025

Question	Possible Range of Scores	Response Rate (/240)	Mean	"I don't know" (%)
Q1 Stress	1-6	240	2.2	0%
Q2 Job Satisfaction	1-8	240	4.9	1%
Q3 Career Happiness	1-6	240	4.2	0%
Q4 Organizational Problems	1-6	239	3.4	1%
Q5 Sense of Belonging	1-6	238	3.5	0%
Q6 Emotional Attachment	1-6	239	3.6	1%
Q7 Sense of Family	1-6	238	3.4	0%
Q8 Personal Meaning	1-6	239	4.0	0%
Q9 Good Organization	1-6	239	4.1	0%
Q10 Intention to Stay	1-6	240	4.0	1%
Q11 Good Fit	1-6	238	4.3	0%
Q12 Depending on Employees	1-6	238	3.7	0%
Q13 Getting Help from Employees	1-6	239	3.8	1%
Q14 Secure Sharing & Asking	1-6	238	3.5	1%
Q15 Organizational Importance	1-6	239	4.3	0%
Q16 Friends	1-6	238	4.2	1%
Q17 Helping Organization & Employees	1-6	239	4.3	1%
Q18 Organizational Identity	1-9	240	4.3	4%
Q19 Promotion	1-6	239	2.5	18%
Q20 Performance Review	1-6	240	2.6	21%
Q21 Employee Development	1-6	239	3.2	5%
Q22 Equal Pay for Equal Work	1-6	240	2.9	9%
Q23 Grievances	1-6	240	2.9	10%
Q24 Non-Threatening Environment	1-6	240	3.4	3%
Q25 Work-Life Balance	1-6	240	3.7	2%
Q26 Conflict Resolution	1-6	238	2.7	20%
Q27 Valuing People	1-6	240	3.5	1%
Q28 Personal Connections	1-6	240	3.6	5%
Q29 Workplace Culture	1-6	239	3.6	4%
Q30 Employee Input	1-6	239	3.3	2%
Q31 Consideration of Ideas	1-6	239	2.9	6%
Q32 Updating Work Practices	1-6	239	2.9	7%
Q33 Problem-Solving	1-6	238	2.8	10%
Q34 Departmental Goals	1-6	240	3.9	0%
Q35 Choice in Deciding	1-6	239	4.1	0%
Q36 Understanding Work x Aim	1-6	240	4.1	0%

Question	Possible Range of Scores	Response Rate (/240)	Mean	"I don't know" (%)
Q37 Bullying	1-6	240	4.5	1%
Q38 Time Pressures	1-6	240	3.3	0%
Q39 Supervisor Support	1-6	239	3.9	1%
Q40 Collegial Support	1-6	239	4.0	0%
Q41 Having a Say Over Work	1-6	239	4.1	0%
Q42 Questioning Change	1-6	238	3.4	3%
Q43 Harassment	1-6	239	4.5	1%
Q44 Change Consultation	1-6	240	3.0	2%
Q45 Supervisor Communication	1-6	240	3.9	1%
Q46 Changes into Practice	1-6	238	3.1	2%
Q47 Emotional Support	1-6	240	3.2	10%
Q48 Supervisor Encouragement	1-6	240	3.8	3%
Q49 Advancing Indigenous Reconciliation	1-6	240	3.7	10%
Q50 Advancing EDI	1-6	237	3.4	13%
Q51 EDI Stage	1-4	231	2.7	x

An 'x' indicates where "I don't know" was not an option.

Appendix 5: Selkirk College organizational climate survey accumulated scores by respondents who have been at the institution for one year or less, 2023, 2025, and change over time

Question/Index	Accumulated Score 2023 (n=29)	Accumulated Score 2025 (n=7)	Change
Impact of Declining International Enrolment			
Q1 Stress (Scores on scale 1-6)		60%	N/A
Job Satisfaction (Scores on scale 1-8)	81%	82%	↔
Q2 Job Satisfaction	81%	82%	↔
Employee Commitment (Scores on scale 1-6)	69%	72%	↑
Q3 Career Happiness	78%	83%	↑
Q4 Organizational Problems	57%	66%	↑
Q5 Sense of Belonging	71%	74%	↑
Q6 Emotional Attachment	66%	74%	↑
Q7 Sense of Family	70%	71%	↑
Q8 Personal Meaning	72%	66%	↓
Psychological Sense of Community (Scores on scale 1-6)	77%	82%	↑
Q9 Good Organization	82%	86%	↑
Q10 Intention to Stay	77%	89%	↑
Q11 Good Fit	83%	89%	↑
Q12 Depending on Employees	67%	83%	↑
Q13 Getting Help from Employees	77%	83%	↑
Q14 Secure Sharing & Asking	66%	77%	↑
Q15 Organizational Importance	84%	83%	↔
Q16 Friends	72%	60%	↓
Q17 Helping Organization & Employees	87%	86%	↔
Organizational Identification (Scores on scale 1-9)	51%	43%	↓
Q18 Organizational Identity	51%	43%	↓
Inclusion Climate (Scores on scale 1-6)	59%	63%	↑
Q19 Promotion	37%	x	N/A
Q20 Performance Review	43%	x	N/A
Q21 Employee Development	61%	57%	↓
Q22 Equal Pay for Equal Work	50%	57%	↑
Q23 Grievances	42%	54%	↑
Q24 Non-Threatening Environment	68%	71%	↑
Q25 Work-Life Balance	75%	77%	↑
Q26 Conflict Resolution	45%	x	N/A
Q27 Valuing People	68%	69%	↔
Q28 Personal Connections	74%	69%	↓
Q29 Workplace Culture	72%	74%	↑

Question/Index	Accumulated Score 2023 (n=29)	Accumulated Score 2025 (n=7)	Change
Q30 Employee Input	66%	63%	↓
Q31 Consideration of Ideas	59%	60%	↔
Q32 Updating Work Practices	58%	60%	↑
Q33 Problem-Solving	63%	49%	↓
Heath & Safety: Work Related Stress (Scores on scale 1-6)	76%	74%	↓
Q34 Departmental Goals	77%	66%	↓
Q35 Choice in Deciding	83%	74%	↓
Q36 Understanding Work x Aim	86%	80%	↓
Q37 Bullying	94%	97%	↑
Q38 Time Pressures	77%	69%	↓
Q39 Supervisor Support	79%	89%	↑
Q40 Collegial Support	83%	83%	↔
Q41 Having a Say Over Work	77%	77%	↔
Q42 Questioning Change	61%	71%	↑
Q43 Harassment	95%	97%	↑
Q44 Change Consultation	47%	63%	↑
Q45 Supervisor Communication	76%	74%	↓
Q46 Changes into Practice	59%	54%	↓
Q47 Emotional Support	67%	54%	↓
Q48 Supervisor Encouragement	74%	69%	↓
Organizational Commitments			
Q49 Advancing Indigenous Reconciliation (Scores on scale 1-6)		60%	N/A
Q50 Advancing EDI (Scores on scale 1-6)		66%	N/A
Q51 EDI Stage (Scores on scale 1-4)		61%	N/A

An 'x' indicates where the accumulated score is masked due to a small sample size.

Appendix 6: Selkirk College organizational climate survey accumulated scores by respondents who have been at the institution for one to two years, 2023, 2025, and change over time

Question/Index	Accumulated Score 2023 (n=35)	Accumulated Score 2025 (n=22)	Change
Impact of Declining International Enrolment			
Q1 Stress (Scores on scale 1-6)		41%	N/A
Job Satisfaction (Scores on scale 1-8)	79%	73%	↓
Q2 Job Satisfaction	79%	73%	↓
Employee Commitment (Scores on scale 1-6)	73%	70%	↓
Q3 Career Happiness	81%	85%	↑
Q4 Organizational Problems	59%	60%	↔
Q5 Sense of Belonging	74%	65%	↓
Q6 Emotional Attachment	75%	66%	↓
Q7 Sense of Family	74%	67%	↓
Q8 Personal Meaning	72%	78%	↑
Psychological Sense of Community (Scores on scale 1-6)	83%	81%	↓
Q9 Good Organization	83%	85%	↑
Q10 Intention to Stay	82%	79%	↓
Q11 Good Fit	83%	85%	↑
Q12 Depending on Employees	81%	74%	↓
Q13 Getting Help from Employees	83%	76%	↓
Q14 Secure Sharing & Asking	82%	75%	↓
Q15 Organizational Importance	83%	85%	↑
Q16 Friends	83%	82%	↔
Q17 Helping Organization & Employees	90%	92%	↑
Organizational Identification (Scores on scale 1-9)	60%	49%	↓
Q18 Organizational Identity	60%	49%	↓
Inclusion Climate (Scores on scale 1-6)	69%	61%	↓
Q19 Promotion	43%	45%	↑
Q20 Performance Review	55%	51%	↓
Q21 Employee Development	73%	66%	↓
Q22 Equal Pay for Equal Work	58%	55%	↓
Q23 Grievances	62%	61%	↔
Q24 Non-Threatening Environment	80%	65%	↓
Q25 Work-Life Balance	81%	79%	↓
Q26 Conflict Resolution	57%	62%	↑
Q27 Valuing People	82%	73%	↓
Q28 Personal Connections	79%	65%	↓
Q29 Workplace Culture	79%	60%	↓
Q30 Employee Input	78%	70%	↓

Question/Index	Accumulated Score 2023 (n=35)	Accumulated Score 2025 (n=22)	Change
Q31 Consideration of Ideas	71%	58%	↓
Q32 Updating Work Practices	69%	53%	↓
Q33 Problem-Solving	61%	60%	↔
Heath & Safety: Work Related Stress (Scores on scale 1-6)	83%	79%	↓
Q34 Departmental Goals	84%	83%	↔
Q35 Choice in Deciding	89%	86%	↓
Q36 Understanding Work x Aim	89%	85%	↓
Q37 Bullying	95%	92%	↓
Q38 Time Pressures	74%	73%	↔
Q39 Supervisor Support	82%	81%	↔
Q40 Collegial Support	91%	81%	↓
Q41 Having a Say Over Work	90%	85%	↓
Q42 Questioning Change	76%	68%	↓
Q43 Harassment	93%	93%	↔
Q44 Change Consultation	66%	64%	↓
Q45 Supervisor Communication	82%	81%	↔
Q46 Changes into Practice	73%	66%	↓
Q47 Emotional Support	78%	71%	↓
Q48 Supervisor Encouragement	85%	76%	↓
Organizational Commitments			
Q49 Advancing Indigenous Reconciliation (Scores on scale 1-6)		82%	N/A
Q50 Advancing EDI (Scores on scale 1-6)		65%	N/A
Q51 EDI Stage (Scores on scale 1-4)		71%	N/A

Appendix 7: Selkirk College organizational climate survey accumulated scores by respondents who have been at the institution for three to five years, 2023, 2025, and change over time

Question/Index	Accumulated Score 2023 (n=57)	Accumulated Score 2025 (n=54)	Change
Impact of Declining International Enrolment			
Q1 Stress (Scores on scale 1-6)		43%	N/A
Job Satisfaction (Scores on scale 1-8)	77%	70%	↓
Q2 Job Satisfaction	77%	70%	↓
Employee Commitment (Scores on scale 1-6)	71%	74%	↑
Q3 Career Happiness	79%	83%	↑
Q4 Organizational Problems	61%	69%	↑
Q5 Sense of Belonging	72%	74%	↑
Q6 Emotional Attachment	72%	71%	↔
Q7 Sense of Family	69%	72%	↑
Q8 Personal Meaning	74%	77%	↑
Psychological Sense of Community (Scores on scale 1-6)	81%	80%	↔
Q9 Good Organization	82%	83%	↔
Q10 Intention to Stay	79%	80%	↔
Q11 Good Fit	85%	82%	↓
Q12 Depending on Employees	74%	73%	↓
Q13 Getting Help from Employees	79%	76%	↓
Q14 Secure Sharing & Asking	71%	72%	↔
Q15 Organizational Importance	84%	84%	↔
Q16 Friends	83%	82%	↔
Q17 Helping Organization & Employees	88%	87%	↔
Organizational Identification (Scores on scale 1-9)	55%	54%	↔
Q18 Organizational Identity	55%	54%	↔
Inclusion Climate (Scores on scale 1-6)	61%	62%	↔
Q19 Promotion	45%	50%	↑
Q20 Performance Review	54%	50%	↓
Q21 Employee Development	74%	68%	↓
Q22 Equal Pay for Equal Work	49%	54%	↑
Q23 Grievances	42%	59%	↑
Q24 Non-Threatening Environment	73%	72%	↔
Q25 Work-Life Balance	77%	76%	↔
Q26 Conflict Resolution	45%	49%	↑
Q27 Valuing People	74%	72%	↓
Q28 Personal Connections	73%	71%	↓
Q29 Workplace Culture	71%	72%	↑
Q30 Employee Input	72%	68%	↓

Question/Index	Accumulated Score 2023 (n=57)	Accumulated Score 2025 (n=54)	Change
Q31 Consideration of Ideas	62%	57%	↓
Q32 Updating Work Practices	61%	57%	↓
Q33 Problem-Solving	51%	58%	↑
Heath & Safety: Work Related Stress (Scores on scale 1-6)	78%	75%	↓
Q34 Departmental Goals	79%	76%	↓
Q35 Choice in Deciding	84%	80%	↓
Q36 Understanding Work x Aim	88%	81%	↓
Q37 Bullying	91%	90%	↔
Q38 Time Pressures	68%	66%	↓
Q39 Supervisor Support	84%	76%	↓
Q40 Collegial Support	81%	81%	↔
Q41 Having a Say Over Work	83%	83%	↔
Q42 Questioning Change	68%	66%	↓
Q43 Harassment	92%	91%	↔
Q44 Change Consultation	63%	61%	↓
Q45 Supervisor Communication	80%	76%	↓
Q46 Changes into Practice	62%	61%	↔
Q47 Emotional Support	67%	60%	↓
Q48 Supervisor Encouragement	80%	73%	↓
Organizational Commitments			
Q49 Advancing Indigenous Reconciliation (Scores on scale 1-6)		76%	N/A
Q50 Advancing EDI (Scores on scale 1-6)		73%	N/A
Q51 EDI Stage (Scores on scale 1-4)		64%	N/A

Appendix 8: Selkirk College organizational climate survey accumulated scores by respondents who have been at the institution for six to 10 years, 2023, 2025, and change over time

Question/Index	Accumulated Score 2023 (n=67)	Accumulated Score 2025 (n=62)	Change
Impact of Declining International Enrolment			
Q1 Stress (Scores on scale 1-6)		43%	N/A
Job Satisfaction (Scores on scale 1-8)	74%	69%	↓
Q2 Job Satisfaction	74%	69%	↓
Employee Commitment (Scores on scale 1-6)	69%	74%	↑
Q3 Career Happiness	76%	83%	↑
Q4 Organizational Problems	53%	67%	↑
Q5 Sense of Belonging	71%	70%	↔
Q6 Emotional Attachment	70%	75%	↑
Q7 Sense of Family	70%	70%	↔
Q8 Personal Meaning	73%	80%	↑
Psychological Sense of Community (Scores on scale 1-6)	77%	82%	↑
Q9 Good Organization	79%	83%	↑
Q10 Intention to Stay	77%	80%	↑
Q11 Good Fit	79%	88%	↑
Q12 Depending on Employees	70%	75%	↑
Q13 Getting Help from Employees	79%	77%	↓
Q14 Secure Sharing & Asking	66%	72%	↑
Q15 Organizational Importance	82%	88%	↑
Q16 Friends	79%	89%	↑
Q17 Helping Organization & Employees	84%	87%	↑
Organizational Identification (Scores on scale 1-9)	51%	53%	↑
Q18 Organizational Identity	51%	53%	↑
Inclusion Climate (Scores on scale 1-6)	59%	63%	↑
Q19 Promotion	49%	55%	↑
Q20 Performance Review	55%	55%	↔
Q21 Employee Development	66%	65%	↔
Q22 Equal Pay for Equal Work	48%	62%	↑
Q23 Grievances	49%	53%	↑
Q24 Non-Threatening Environment	65%	70%	↑
Q25 Work-Life Balance	68%	72%	↑
Q26 Conflict Resolution	50%	51%	↔
Q27 Valuing People	65%	70%	↑
Q28 Personal Connections	65%	75%	↑
Q29 Workplace Culture	72%	74%	↑
Q30 Employee Input	65%	68%	↑

Question/Index	Accumulated Score 2023 (n=67)	Accumulated Score 2025 (n=62)	Change
Q31 Consideration of Ideas	56%	59%	↑
Q32 Updating Work Practices	56%	58%	↑
Q33 Problem-Solving	50%	56%	↑
Heath & Safety: Work Related Stress (Scores on scale 1-6)	72%	77%	↑
Q34 Departmental Goals	77%	78%	↔
Q35 Choice in Deciding	79%	83%	↑
Q36 Understanding Work x Aim	81%	84%	↑
Q37 Bullying	83%	86%	↑
Q38 Time Pressures	60%	67%	↑
Q39 Supervisor Support	72%	78%	↑
Q40 Collegial Support	77%	83%	↑
Q41 Having a Say Over Work	77%	85%	↑
Q42 Questioning Change	62%	71%	↑
Q43 Harassment	84%	90%	↑
Q44 Change Consultation	58%	65%	↑
Q45 Supervisor Communication	73%	78%	↑
Q46 Changes into Practice	61%	62%	↔
Q47 Emotional Support	62%	65%	↑
Q48 Supervisor Encouragement	73%	79%	↑
Organizational Commitments			
Q49 Advancing Indigenous Reconciliation (Scores on scale 1-6)		69%	N/A
Q50 Advancing EDI (Scores on scale 1-6)		63%	N/A
Q51 EDI Stage (Scores on scale 1-4)		67%	N/A

Appendix 9: Selkirk College organizational climate survey accumulated scores by respondents who have been at the institution for more than 10 years, 2023, 2025, and change over time

Question/Index	Accumulated Score 2023 (n=93)	Accumulated Score 2025 (n=86)	Change
Impact of Declining International Enrolment			
Q1 Stress (Scores on scale 1-6)		43%	N/A
Job Satisfaction (Scores on scale 1-8)	75%	67%	↓
Q2 Job Satisfaction	75%	67%	↓
Employee Commitment (Scores on scale 1-6)	69%	75%	↑
Q3 Career Happiness	80%	85%	↑
Q4 Organizational Problems	58%	70%	↑
Q5 Sense of Belonging	68%	70%	↑
Q6 Emotional Attachment	68%	74%	↑
Q7 Sense of Family	66%	67%	↔
Q8 Personal Meaning	75%	84%	↑
Psychological Sense of Community (Scores on scale 1-6)	79%	80%	↔
Q9 Good Organization	79%	81%	↑
Q10 Intention to Stay	80%	80%	↔
Q11 Good Fit	83%	86%	↑
Q12 Depending on Employees	72%	74%	↑
Q13 Getting Help from Employees	79%	75%	↓
Q14 Secure Sharing & Asking	66%	65%	↔
Q15 Organizational Importance	83%	88%	↑
Q16 Friends	82%	84%	↑
Q17 Helping Organization & Employees	87%	88%	↔
Organizational Identification (Scores on scale 1-9)	48%	54%	↑
Q18 Organizational Identity	48%	54%	↑
Inclusion Climate (Scores on scale 1-6)	59%	61%	↑
Q19 Promotion	53%	52%	↔
Q20 Performance Review	52%	52%	↔
Q21 Employee Development	62%	62%	↔
Q22 Equal Pay for Equal Work	58%	57%	↔
Q23 Grievances	55%	60%	↑
Q24 Non-Threatening Environment	63%	65%	↑
Q25 Work-Life Balance	64%	71%	↑
Q26 Conflict Resolution	54%	57%	↑
Q27 Valuing People	65%	69%	↑
Q28 Personal Connections	67%	71%	↑
Q29 Workplace Culture	68%	71%	↑
Q30 Employee Input	58%	64%	↑

Question/Index	Accumulated Score 2023 (n=93)	Accumulated Score 2025 (n=86)	Change
Q31 Consideration of Ideas	54%	56%	↑
Q32 Updating Work Practices	54%	56%	↑
Q33 Problem-Solving	50%	54%	↑
Heath & Safety: Work Related Stress (Scores on scale 1-6)	76%	76%	↔
Q34 Departmental Goals	82%	81%	↔
Q35 Choice in Deciding	81%	83%	↑
Q36 Understanding Work x Aim	84%	83%	↔
Q37 Bullying	86%	90%	↑
Q38 Time Pressures	65%	62%	↓
Q39 Supervisor Support	81%	79%	↓
Q40 Collegial Support	80%	77%	↓
Q41 Having a Say Over Work	81%	81%	↔
Q42 Questioning Change	67%	69%	↑
Q43 Harassment	85%	89%	↑
Q44 Change Consultation	62%	63%	↔
Q45 Supervisor Communication	78%	77%	↔
Q46 Changes into Practice	63%	63%	↔
Q47 Emotional Support	63%	63%	↔
Q48 Supervisor Encouragement	75%	74%	↔
Organizational Commitments			
Q49 Advancing Indigenous Reconciliation (Scores on scale 1-6)		76%	N/A
Q50 Advancing EDI (Scores on scale 1-6)		68%	N/A
Q51 EDI Stage (Scores on scale 1-4)		67%	N/A

Appendix 10: Selkirk College organizational climate survey accumulated scores by respondents who identify as an employment equity group, 2023, 2025, and change over time

Question/Index	Accumulated Score 2023	Accumulated Score 2025	Change
Impact of Declining International Enrolment			
Q1 Stress (Scores on scale 1-6)		42%	N/A
Job Satisfaction (Scores on scale 1-8)	71%	69%	↓
Q2 Job Satisfaction	71%	69%	↓
Employee Commitment (Scores on scale 1-6)	67%	72%	↑
Q3 Career Happiness	74%	79%	↑
Q4 Organizational Problems	54%	67%	↑
Q5 Sense of Belonging	68%	66%	↓
Q6 Emotional Attachment	67%	73%	↑
Q7 Sense of Family	68%	67%	↔
Q8 Personal Meaning	71%	83%	↑
Psychological Sense of Community (Scores on scale 1-6)	75%	81%	
Q9 Good Organization	76%	85%	↑
Q10 Intention to Stay	74%	81%	↑
Q11 Good Fit	80%	84%	↑
Q12 Depending on Employees	66%	71%	↑
Q13 Getting Help from Employees	75%	77%	↑
Q14 Secure Sharing & Asking	64%	71%	↑
Q15 Organizational Importance	82%	89%	↑
Q16 Friends	76%	84%	↑
Q17 Helping Organization & Employees	84%	91%	↑
Organizational Identification (Scores on scale 1-9)	51%	52%	↔
Q18 Organizational Identity	51%	52%	↔
Inclusion Climate (Scores on scale 1-6)	59%	64%	↑
Q19 Promotion	48%	46%	↓
Q20 Performance Review	51%	47%	↓
Q21 Employee Development	60%	65%	↑
Q22 Equal Pay for Equal Work	54%	54%	↔
Q23 Grievances	48%	61%	↑
Q24 Non-Threatening Environment	65%	68%	↑
Q25 Work-Life Balance	69%	78%	↑
Q26 Conflict Resolution	55%	58%	↑
Q27 Valuing People	68%	71%	↑
Q28 Personal Connections	66%	71%	↑
Q29 Workplace Culture	75%	74%	↔
Q30 Employee Input	67%	71%	↑

Question/Index	Accumulated Score 2023	Accumulated Score 2025	Change
Q31 Consideration of Ideas	54%	64%	↑
Q32 Updating Work Practices	56%	66%	↑
Q33 Problem-Solving	53%	62%	↑
Heath & Safety: Work Related Stress (Scores on scale 1-6)	75%	79%	↓
Q34 Departmental Goals	84%	81%	↓
Q35 Choice in Deciding	82%	83%	↔
Q36 Understanding Work x Aim	83%	84%	↔
Q37 Bullying	82%	87%	↑
Q38 Time Pressures	66%	62%	↓
Q39 Supervisor Support	75%	82%	↑
Q40 Collegial Support	79%	79%	↔
Q41 Having a Say Over Work	78%	82%	↑
Q42 Questioning Change	68%	81%	↑
Q43 Harassment	82%	87%	↑
Q44 Change Consultation	60%	68%	↑
Q45 Supervisor Communication	72%	82%	↑
Q46 Changes into Practice	67%	63%	↓
Q47 Emotional Support	66%	74%	↑
Q48 Supervisor Encouragement	77%	83%	↑
Organizational Commitments			
Q49 Advancing Indigenous Reconciliation (Scores on scale 1-6)		82%	N/A
Q50 Advancing EDI (Scores on scale 1-6)		77%	N/A
Q51 EDI Stage (Scores on scale 1-4)		63%	N/A

Appendix 11: Selkirk College organizational climate survey accumulated scores ordered descending, all respondents, 2025 (n=240)

No.	Question/Index	Total College
1	Q43 Harassment	91%
2	Q37 Bullying	89%
3	Q15 Organizational Importance	87%
4	Q11 Good Fit	85%
5	Q17 Helping Organization & Employees	85%
6	Q3 Career Happiness	84%
7	Q16 Friends	84%
8	Q9 Good Organization	83%
9	Q36 Understanding Work x Aim	83%
10	Q41 Having a Say Over Work	83%
11	Q35 Choice in Deciding	82%
12	Q8 Personal Meaning	80%
13	Q10 Intention to Stay	80%
14	Q40 Collegial Support	80%
15	Q34 Departmental Goals	79%
16	Q39 Supervisor Support	78%
17	Q45 Supervisor Communication	77%
18	Q13 Getting Help from Employees	76%
19	Q48 Supervisor Encouragement	76%
20	Q12 Depending on Employees	74%
21	Q6 Emotional Attachment	73%
22	Q25 Work-Life Balance	73%
23	Q28 Personal Connections	71%
24	Q29 Workplace Culture	71%
25	Q5 Sense of Belonging	70%
26	Q14 Secure Sharing & Asking	70%

No.	Question/Index	Total College
27	Q27 Valuing People	70%
28	Q2 Job Satisfaction	69%
29	Q7 Sense of Family	69%
30	Q42 Questioning Change	69%
31	Q24 Non-Threatening Environment	68%
32	Q4 Organizational Problems	67%
33	Q30 Employee Input	67%
34	Q51 EDI Stage	67%
35	Q38 Time Pressures	66%
36	Q21 Employee Development	64%
37	Q47 Emotional Support	64%
38	Q46 Changes into Practice	63%
39	Q49 Advancing Indigenous Reconciliation	62%
40	Q44 Change Consultation	60%
41	Q22 Equal Pay for Equal Work	58%
42	Q23 Grievances	58%
43	Q31 Consideration of Ideas	57%
44	Q32 Updating Work Practices	57%
45	Q50 Advancing EDI	57%
46	Q33 Problem-Solving	56%
47	Q18 Organizational Identity	53%
48	Q26 Conflict Resolution	53%
49	Q20 Performance Review	51%
50	Q19 Promotion	50%
51	Q1 Stress	44%

Appendix 12: Selkirk College organizational climate survey accumulated scores ordered descending, respondents who have been at the institution for one year or less, 2025 (n=7)

No.	Question	Less than 1 year
1	Q37 Bullying	97%
2	Q43 Harassment	97%
3	Q10 Intention to Stay	89%
4	Q11 Good Fit	89%
5	Q39 Supervisor Support	89%
6	Q9 Good Organization	86%
7	Q17 Helping Organization & Employees	86%
8	Q3 Career Happiness	83%
9	Q12 Depending on Employees	83%
10	Q13 Getting Help from Employees	83%
11	Q15 Organizational Importance	83%
12	Q40 Collegial Support	83%
13	Q2 Job Satisfaction	82%
14	Q36 Understanding Work x Aim	80%
15	Q14 Secure Sharing & Asking	77%
16	Q25 Work-Life Balance	77%
17	Q41 Having a Say Over Work	77%
18	Q5 Sense of Belonging	74%
19	Q6 Emotional Attachment	74%
20	Q29 Workplace Culture	74%
21	Q35 Choice in Deciding	74%
22	Q45 Supervisor Communication	74%
23	Q7 Sense of Family	71%
24	Q24 Non-Threatening Environment	71%
25	Q42 Questioning Change	71%
26	Q27 Valuing People	69%

No.	Question	Less than 1 year
27	Q28 Personal Connections	69%
28	Q38 Time Pressures	69%
29	Q48 Supervisor Encouragement	69%
30	Q4 Organizational Problems	66%
31	Q8 Personal Meaning	66%
32	Q34 Departmental Goals	66%
33	Q50 Advancing EDI	66%
34	Q30 Employee Input	63%
35	Q44 Change Consultation	63%
36	Q51 EDI Stage	61%
37	Q1 Stress	60%
38	Q16 Friends	60%
39	Q31 Consideration of Ideas	60%
40	Q32 Updating Work Practices	60%
41	Q49 Advancing Indigenous Reconciliation	60%
42	Q21 Employee Development	57%
43	Q22 Equal Pay for Equal Work	57%
44	Q23 Grievances	54%
45	Q46 Changes into Practice	54%
46	Q47 Emotional Support	54%
47	Q33 Problem-Solving	49%
48	Q18 Organizational Identity	43%
	Q19 Promotion	x
	Q20 Performance Review	x
	Q26 Conflict Resolution	x

An 'x' indicates where the accumulated score is masked due to a small sample size.

Appendix 13: Selkirk College organizational climate survey accumulated scores ordered descending, respondents who have been at the institution for one to two years, 2025 (n=22)

No.	Question	1-2 years
1	Q43 Harassment	93%
2	Q17 Helping Organization & Employees	92%
3	Q37 Bullying	92%
4	Q35 Choice in Deciding	86%
5	Q3 Career Happiness	85%
6	Q9 Good Organization	85%
7	Q11 Good Fit	85%
8	Q15 Organizational Importance	85%
9	Q36 Understanding Work x Aim	85%
10	Q41 Having a Say Over Work	85%
11	Q34 Departmental Goals	83%
12	Q16 Friends	82%
13	Q49 Advancing Indigenous Reconciliation	82%
14	Q39 Supervisor Support	81%
15	Q40 Collegial Support	81%
16	Q45 Supervisor Communication	81%
17	Q10 Intention to Stay	79%
18	Q25 Work-Life Balance	79%
19	Q8 Personal Meaning	78%
20	Q13 Getting Help from Employees	76%
21	Q48 Supervisor Encouragement	76%
22	Q14 Secure Sharing & Asking	75%
23	Q12 Depending on Employees	74%
24	Q2 Job Satisfaction	73%
25	Q27 Valuing People	73%
26	Q38 Time Pressures	73%

No.	Question	1-2 years
27	Q47 Emotional Support	71%
28	Q51 EDI Stage	71%
29	Q30 Employee Input	70%
30	Q42 Questioning Change	68%
31	Q7 Sense of Family	67%
32	Q6 Emotional Attachment	66%
33	Q21 Employee Development	66%
34	Q46 Changes into Practice	66%
35	Q5 Sense of Belonging	65%
36	Q24 Non-Threatening Environment	65%
37	Q28 Personal Connections	65%
38	Q50 Advancing EDI	65%
39	Q44 Change Consultation	64%
40	Q26 Conflict Resolution	62%
41	Q23 Grievances	61%
42	Q4 Organizational Problems	60%
43	Q29 Workplace Culture	60%
44	Q33 Problem-Solving	60%
45	Q31 Consideration of Ideas	58%
46	Q22 Equal Pay for Equal Work	55%
47	Q32 Updating Work Practices	53%
48	Q20 Performance Review	51%
49	Q18 Organizational Identity	49%
50	Q19 Promotion	45%
51	Q1 Stress	41%

Appendix 14: Selkirk College organizational climate survey accumulated scores ordered descending, respondents who have been at the institution for three to five years, 2025 (n=54)

No.	Question	3-5 years
1	Q43 Harassment	91%
2	Q37 Bullying	90%
3	Q17 Helping Organization & Employees	87%
4	Q15 Organizational Importance	84%
5	Q3 Career Happiness	83%
6	Q9 Good Organization	83%
7	Q41 Having a Say Over Work	83%
8	Q11 Good Fit	82%
9	Q16 Friends	82%
10	Q36 Understanding Work x Aim	81%
11	Q40 Collegial Support	81%
12	Q10 Intention to Stay	80%
13	Q35 Choice in Deciding	80%
14	Q8 Personal Meaning	77%
15	Q13 Getting Help from Employees	76%
16	Q25 Work-Life Balance	76%
17	Q34 Departmental Goals	76%
18	Q39 Supervisor Support	76%
19	Q45 Supervisor Communication	76%
20	Q49 Advancing Indigenous Reconciliation	76%
21	Q5 Sense of Belonging	74%
22	Q12 Depending on Employees	73%
23	Q48 Supervisor Encouragement	73%
24	Q50 Advancing EDI	73%
25	Q7 Sense of Family	72%
26	Q14 Secure Sharing & Asking	72%

No.	Question	3-5 years
27	Q24 Non-Threatening Environment	72%
28	Q27 Valuing People	72%
29	Q29 Workplace Culture	72%
30	Q6 Emotional Attachment	71%
31	Q28 Personal Connections	71%
32	Q2 Job Satisfaction	70%
33	Q4 Organizational Problems	69%
34	Q21 Employee Development	68%
35	Q30 Employee Input	68%
36	Q38 Time Pressures	66%
37	Q42 Questioning Change	66%
38	Q51 EDI Stage	64%
39	Q44 Change Consultation	61%
40	Q46 Changes into Practice	61%
41	Q47 Emotional Support	60%
42	Q23 Grievances	59%
43	Q33 Problem-Solving	58%
44	Q31 Consideration of Ideas	57%
45	Q32 Updating Work Practices	57%
46	Q18 Organizational Identity	54%
47	Q22 Equal Pay for Equal Work	54%
48	Q19 Promotion	50%
49	Q20 Performance Review	50%
50	Q26 Conflict Resolution	49%
51	Q1 Stress	43%

Appendix 15: Selkirk College organizational climate survey accumulated scores ordered descending, respondents who have been at the institution for six to ten years, 2025 (n=62)

No.	Question	6-10 years
1	Q43 Harassment	90%
2	Q16 Friends	89%
3	Q11 Good Fit	88%
4	Q15 Organizational Importance	88%
5	Q17 Helping Organization & Employees	87%
6	Q37 Bullying	86%
7	Q41 Having a Say Over Work	85%
8	Q36 Understanding Work x Aim	84%
9	Q3 Career Happiness	83%
10	Q9 Good Organization	83%
11	Q35 Choice in Deciding	83%
12	Q40 Collegial Support	83%
13	Q8 Personal Meaning	80%
14	Q10 Intention to Stay	80%
15	Q48 Supervisor Encouragement	79%
16	Q34 Departmental Goals	78%
17	Q39 Supervisor Support	78%
18	Q45 Supervisor Communication	78%
19	Q13 Getting Help from Employees	77%
20	Q6 Emotional Attachment	75%
21	Q12 Depending on Employees	75%
22	Q28 Personal Connections	75%
23	Q29 Workplace Culture	74%
24	Q14 Secure Sharing & Asking	72%
25	Q25 Work-Life Balance	72%
26	Q42 Questioning Change	71%

No.	Question	6-10 years
27	Q5 Sense of Belonging	70%
28	Q7 Sense of Family	70%
29	Q24 Non-Threatening Environment	70%
30	Q27 Valuing People	70%
31	Q2 Job Satisfaction	69%
32	Q49 Advancing Indigenous Reconciliation	69%
33	Q30 Employee Input	68%
34	Q4 Organizational Problems	67%
35	Q38 Time Pressures	67%
36	Q51 EDI Stage	67%
37	Q21 Employee Development	65%
38	Q44 Change Consultation	65%
39	Q47 Emotional Support	65%
40	Q50 Advancing EDI	63%
41	Q22 Equal Pay for Equal Work	62%
42	Q46 Changes into Practice	62%
43	Q31 Consideration of Ideas	59%
44	Q32 Updating Work Practices	58%
45	Q33 Problem-Solving	56%
46	Q19 Promotion	55%
47	Q20 Performance Review	55%
48	Q18 Organizational Identity	53%
49	Q23 Grievances	53%
50	Q26 Conflict Resolution	51%
51	Q1 Stress	43%

Appendix 16: Selkirk College organizational climate survey accumulated scores ordered descending, respondents who have been at the institution for ten years or more, 2025 (n=86)

No.	Question	More than 10 years
1	Q37 Bullying	90%
2	Q43 Harassment	89%
3	Q15 Organizational Importance	88%
4	Q17 Helping Organization & Employees	88%
5	Q11 Good Fit	86%
6	Q3 Career Happiness	85%
7	Q8 Personal Meaning	84%
8	Q16 Friends	84%
9	Q35 Choice in Deciding	83%
10	Q36 Understanding Work x Aim	83%
11	Q9 Good Organization	81%
12	Q34 Departmental Goals	81%
13	Q41 Having a Say Over Work	81%
14	Q10 Intention to Stay	80%
15	Q39 Supervisor Support	79%
16	Q40 Collegial Support	77%
17	Q45 Supervisor Communication	77%
18	Q49 Advancing Indigenous Reconciliation	76%
19	Q13 Getting Help from Employees	75%
20	Q6 Emotional Attachment	74%
21	Q12 Depending on Employees	74%
22	Q48 Supervisor Encouragement	74%
23	Q25 Work-Life Balance	71%
24	Q28 Personal Connections	71%
25	Q29 Workplace Culture	71%
26	Q4 Organizational Problems	70%

No.	Question	More than 10 years
27	Q5 Sense of Belonging	70%
28	Q27 Valuing People	69%
29	Q42 Questioning Change	69%
30	Q50 Advancing EDI	68%
31	Q2 Job Satisfaction	67%
32	Q7 Sense of Family	67%
33	Q51 EDI Stage	67%
34	Q14 Secure Sharing & Asking	65%
35	Q24 Non-Threatening Environment	65%
36	Q30 Employee Input	64%
37	Q44 Change Consultation	63%
38	Q46 Changes into Practice	63%
39	Q47 Emotional Support	63%
40	Q21 Employee Development	62%
41	Q38 Time Pressures	62%
42	Q23 Grievances	60%
43	Q22 Equal Pay for Equal Work	57%
44	Q26 Conflict Resolution	57%
45	Q31 Consideration of Ideas	56%
46	Q32 Updating Work Practices	56%
47	Q18 Organizational Identity	54%
48	Q33 Problem-Solving	54%
49	Q19 Promotion	52%
50	Q20 Performance Review	52%
51	Q1 Stress	43%

Appendix 17: Selkirk College organizational climate survey accumulated scores ordered descending, respondents who belong to employment equity groups, 2025 (n=36)

No.	Question	Equity Groups
1	Q17 Helping Org & Employees	91%
2	Q15 Organizational Importance	89%
3	Q37 Bullying	87%
4	Q43 Harassment	87%
5	Q9 Good Organization	85%
6	Q11 Good Fit	84%
7	Q16 Friends	84%
8	Q36 Understanding Work x Aim	84%
9	Q8 Personal Meaning	83%
10	Q35 Choice in Deciding	83%
11	Q48 Supervisor Encouragement	83%
12	Q39 Supervisor Support	82%
13	Q41 Having a Say Over Work	82%
14	Q45 Supervisor Communication	82%
15	Q49 Advancing Indigenous Reconciliation	82%
16	Q10 Intention to Stay	81%
17	Q34 Departmental Goals	81%
18	Q42 Questioning Change	81%
19	Q3 Career Happiness	79%
20	Q40 Collegial Support	79%
21	Q25 Work-Life Balance	78%
22	Q13 Getting Help from Employees	77%
23	Q50 Advancing EDI	77%
24	Q29 Workplace Culture	74%
25	Q47 Emotional Support	74%
26	Q6 Emotional Attachment	73%

No.	Question	Equity Groups
27	Q12 Depending on Employees	71%
28	Q14 Secure Sharing & Asking	71%
29	Q27 Valuing People	71%
30	Q28 Personal Connections	71%
31	Q30 Employee Input	71%
32	Q2 Job Satisfaction	69%
33	Q24 Non-Threatening Environment	68%
34	Q44 Change Consultation	68%
35	Q4 Organizational Problems	67%
36	Q7 Sense of Family	67%
37	Q5 Sense of Belonging	66%
38	Q32 Updating Work Practices	66%
39	Q21 Employee Development	65%
40	Q31 Consideration of Ideas	64%
41	Q46 Changes into Practice	63%
42	Q51 EDI Stage	63%
43	Q33 Problem-Solving	62%
44	Q38 Time Pressures	62%
45	Q23 Grievances	61%
46	Q26 Conflict Resolution	58%
47	Q22 Equal Pay for Equal Work	54%
48	Q18 Organizational Identity	52%
49	Q20 Performance Review	47%
50	Q19 Promotion	46%
51	Q1 Stress	42%