

Report on Employee Input for Climate Change

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# Introduction

In winter and spring term 2016, Mt. Hood Community College conducted its bi-annual employee satisfaction survey. The details of that study are available by [clicking here](https://webapps.mhcc.edu/AIRWeb/publications/MHCCEmployeeSatisfactionSurveyFinalReport2016.pdf). At the direction of the President, the People’s Strategies Council was tasked with identifying and conducting a survey to assess the current climate and culture of the institution, identify what was working well, and explore opportunities to engage and provide support to employees. The conclusions and recommendations from this survey revealed that in comparison to the 2014 survey results, there were virtually no changes in areas the College needed to focus on to improve employee satisfaction with the institution. As a result, the President indicated a desire to communicate the results of the survey to employees and solicit feedback in identifying actionable strategies that address issues identified in the Employee Satisfaction Survey.

# Methodology

To provide information about the Employee Satisfaction Survey and obtain feedback on College issues, it was determined that a series of workshops would be held. The first fifteen to twenty minutes of each workshop were used to present the highest level of the survey results. The remaining time was used to have employees break into groups to provide specific actions to address the recommendations from the survey. A total of fourteen workshops were scheduled.

At the beginning of each workshop, a brief introduction was provided outlining the purpose and what was to be accomplished. Results of the latest Employee Satisfaction Survey were presented. Then attendees were broken into groups to complete brainstorming exercises. A total of six action areas were identified from the conclusions and recommendations of the survey: (1) Decision Making Issues, (2) Organizational Structure, (3) Policies and Procedures Improvements, (4) Using a Strategic Plan, (5) Vertical and Horizontal Communication, and (6) Next Steps for Others. Each of the employee groups started at one of the six areas and was asked to provide specific actionable strategies to address the issue identified on a flip chart. After each session, the notes provided on the flip charts were recorded into Word documents. The recorded notes are available in Appendix A. Finally, employees that attended a workshop received a follow-up email that included a link to a survey. Employees were invited to provide additional comments / feedback through the on-line survey. Eleven individuals accessed the online feedback tool however, no comments were left.

# Results

The biggest difference between this report and their interim report (published on September 20, 2016) is that all workshops have been conducted. Very little additional or new feedback was obtained from the workshops conducted after August 22nd. Attendance varied dramatically depending on the workshop; Classified Employee Leadership and Part-time Faculty Teaching Association representatives were fairly small groups. The Management / Confidential Employees and the two department presentations (Business Office, Auxiliary Services, and Human Resources and Information Technology) had much larger attendance. Most of the sessions conducted after the interim report were “All Staff Sessions.” Unfortunately, there was very low attendance at these sessions and the workshop data gathering effort was conducted informally. Of the fifteen originally scheduled workshops, twelve were conducted. Three were cancelled due to scheduling conflicts. The Part Time Faculty Teaching Association Representatives chose not to participate in the workshop format. They did, however, provide feedback on next steps for the college. Notes from their session are included in the Appendix of this report to be inclusive of the data that were collected. Their feedback was included in the analyses conducted for this report. The sessions and the number in attendance at each are presented in Table R1.

**Table R1. Sessions Conducted and Number in Attendance**

|  |  |  |
| --- | --- | --- |
| Date | Group | Number Attended |
| 8/10/2016 | Business Office, Auxiliary Services, and Human Resources | 30 |
| 8/15/2016 | Information Technology | 22 |
| 8/17/2016 | Classified Leadership | 7 |
| 8/22/2016 | Part Time Faculty Teaching Association | 4 |
| 8/22/2016 | Management / Confidential | 11 |
| 9/13/2016 | All Staff | 3 |
| 9/14/2016 | All Staff | 1 |
| 9/19/2016 | All Staff | 2 |
| 9/23/2016 | All Staff / In-service | 8 |
| 10/4/2016 | All Staff | 1 |
| 10/4/2016 | Faculty Senate (Presentation Only – No Workshop) | ~20 |
| 10/13/2016 | All Staff | 1 |

## Decision Making Issues

Notes from the Decision Making Issues seemed to focus on two broad areas: (1) Council Structure/Purpose and (2) Communication.

### Council Structure/Purpose

There were a number of notes related to council model. Reviewing and defining council functions and roles, council membership, and goal setting were identified as clear areas that could be improved.

Notes associated with reviewing and defining council functions and roles included:

* Better understanding & more info on councils.
* Revisit council model
* Functional review of councils
* Define intent of participatory governance
* Reduce number of councils
* Clarify what councils do/who does what?
* Clearly define council roles
* Clearer understanding of decision making process

Notes associated with council membership include

* Requirement of council makeup & staff
* Rotate out members after 3 yr. commitment & options given to everyone
* Involve impacted groups in decision making
* Give employees given opportunity to participate/attend

Notes associated with goal setting include:

* Develop clear criteria for big decisions
* Define measurable goals (Specific, Measurable, Achievable, Realistic, and Timely)
* Specific deadlines
* Create dedicated council meetings days/times

### Communication

Although communication was an action area on its own, there were distinct notes related to communication with regard to decision making issues. Communication, as it relates to decision making issues, centered on transparency, feedback, and meeting efficiency.

Notes associated with transparency include:

* Minutes available to everyone (Public Area)
* Communicate how decisions are made
* Clarify info on decision making
	+ More information
	+ Reasoning
* Transparent voting on plans/decisions
* Advertised calendar of councils and decision making meetings and results published.

Notes associated with feedback include:

* Discussions with the group of people (department) impacted. The decision should be discussed with the group before implemented.
* Ensure the loop is closed with contributors
* Involve impacted groups in decision making

Notes associated with meeting efficiency include:

* Use online forms for brainstorming and as an alternative to meetings (like online classes).
* Remove chairs from meetings
* 1 question / week survey implementation. [Flash Survey]

## Organizational Structure

Organizational Structure notes focused on three areas: (1) Organization, (2) Positions, and (3) Communication.

### Organization

* Define council and members’ fit into organizational structure
* “Flatten” organization
	+ But don’t have everyone report to the president
* Create new organizational chart and update regularly
* Build org structure to last – embrace resiliency
* Org effectiveness in service delivery
* Org chart – built on our customers
* One that is transparent

### Positions

* Social media manager is needed
* Add a person who helps IT implement new systems in student services
* Add new programming staff
* Add ombudsman position to be a problem solver
* Reconsider PC and its membership
	+ Ensure that students, staff, faculty, and middle management are heard and not filtered through one individual
	+ Rotating or shared membership at this level
		- Secure time for exec. Cabinet, but PC spot or membership changes each term and with specific goals relevant to people on PC
* Clearly define roles
* Job duties need to match position description
* Rewritten or new positions should have full affected department personnel input to create buy in and let them understand duties
* Functional review of department positions to reflect changes and updates
* Focus on cross training, backups, critical functions
* Repurpose positions
* Think about workloads to improve college wide outcomes
* A more equitable distribution of workload and appropriate salary amongst the different classifications
* Roles – Better defined
* Better understanding of departments roles and individual positions

### Communication

* Have decisions made top down, and ideas flow bottom up. Academia tend to talk and not make decisions
* Managers communicate top down to front line employees
* Annual share of changes in FAFSA info and contract info to PFTA and FT Faculty

## Policies and Procedures Improvements

Policies and Procedures Improvements focused on two separate actions: (1) Consistency and (2) Review and Reduction

### Consistency

* One universal file that allows constant implementation of the process. Usually outdated/ Multiple versions floating around
* Clearly defined policies & procedures
* Create template for evaluating policies/ procedures (P and P) for improvements
* Procedure manual on everyone’s desk
* Common colloquial language vs. specific department. Then communication will be better/ training easier
* Clearly define where P and P and AR are posted
* Define ownership of P and P and AR
* Single point of access for P and P – Not intranet and portal and local
* Put policies and procedures on intranet – all areas
* Convert all procedures to digital
	+ Use a consistent template
* Streamline P and P to be “singular in concept” and reduce confusion, gray areas
* Clear place for all departments’ important policies – web page? – comprehensive
* Consistent policies / procedures

### Review and Reduction

* More efficient & reliable procedures to follow / updated procedures to follow
* Trust in process improvements to be created by staff & presented to management
* Empower employees with decision making ability to solve problems as they occur
* Allow policies and procedures to move forward without several committees’ approval. Leave room for movement and allow for changes along the way
* Reduce the amount of “approvals” to streamline process improvements
* Review and update policies and procedures (this will require change)
	+ Employees should have input in the review process
* Reduce and improve policies
* Catalog missing policies and procedures, work on filling those out
* Hire a person/team of process review specialists to identify, document lack of process, then plan process and implement it. Will take at least a year.
* Update information on intranet or overhaul system
	+ Procedural info (how to host an event on campus for example is severely outdated, has been for 4-5 years)
* Create budget for PFTA participation
* Direct FT Faculty to create time for mutual policy or procedure creation
* Use back design to develop policies that are purpose driven & efficient
* Review all Policies, Administrative Regulations, & Procedures updates
* Check current policies / procedures to be sure they are effective or needed
* Develop a task force to review & revise Policy & Procedure simplification

## Use a Strategic Plan

Notes from the action area “Use a Strategic Plan” (SP) focused on two areas: (1) Tangibles and (2) Connectivity

### Tangibles

* What is the strategic plan?
	+ Perhaps market it. Make it (Plain/clearer to staff)
	+ Include in this presentation
	+ A magnet or something for your desk
	+ Perhaps staff meetings where one topic is discussed
* Vision, Mission, & Goals should be on everyone’s desk and referenced constantly
* Put vision and goals statement on name badges
* Indoctrinate new employees with mission, vision, values and how they can personalize / contribute
* Employees need to be reminded of strategic plan and goals as part of everyday work
* Actually incorporate it into daily operations and communicate how it relates
* Understanding the S.P. (communicate) – why does it matter?

### Connectivity

* Prioritize the facility improvements
* Tie strategic plan to budget when planning budget each year
* Need accountability for creation review & updates. Tool?
	+ Actualize strategic plan into unit plans; get management / dean buy in
* Tie actions back to “strategic plan”
* Department strategic plan clearly tied to overall plan
	+ Updates
	+ Share other departments’ plans
* Order of precedence: 1) Strategic plan, 2) budget to plan, not vice versa
* Integrate unit level planning into operational plans
* Develop and roll out consistent strategic planning throughout the college
* Departments need to develop strategic goals that match the strategic plan
	+ Strategic goals are not created or followed for each departments
* Develop timeline & benchmarks to expand on action items to achieve the strategic plan
* Use the same plan to make budget decisions and organizational changes and to generate additional resources.
* Use a tool, scoring process / published rubric & communicate decisions based on this and then use the results to fund mandates

## Vertical and Horizontal Communication

Communication actions identified by participants fell into three distinct areas: (1) Transparency/Closing the Loop (Vertical Communication), (2) Organizational Messaging (Horizontal Communication), and (3) Technology

### Transparency/Closing the Loop

* Explain in detail, the WHY of decisions all through institution.
* Summarize meetings – more transparency
* Decisions should be documented, not just “Debbie wants….”
* There should be more follow-up on communication
* Communicate around planning decision making that is transparent
* Don’t make decisions in isolation
* Create culture – ownership of listening & communication
* Avoid being selective in communication
* Communication must be consistent, regular, and anticipated
* Proactive communication and transparency about things that affect employees
* Listen to colleagues attentively, respectfully, “you have two ears and one mouth use them in that ratio.”
* I’ve always been unsure as to what actual “communications” are not getting through

### Organizational Messaging

* Cross departments meetings with clear messages
* Crucial departments & point of contact lists
* Decisions made in one department affect other departments with no communication
* Board minutes published
* Departments need to work as teams – not as “silos;” everyone is here for students benefit
* No decision between “faculty & staff” – we all work together and should communicate as one – perhaps we can do group activities together.
* Shared department/division meetings
* Open up management meetings to faculty and staff observers chosen at random?
* Clearly define organizational roles
* Create centralized department strategies incorporating current work and projects
* Create opportunities for meaningful dialogue about college and managers’ group issues for the leadership team
	+ Information from these must be shared with departments by managers
* Regular planned and consistent communications
* A forum that addresses the negative communications (rumors, gossip)

### Technology

* Use another medium (Other than email) like “Yammer” to cut down on non-critical work community items (volunteer opportunities, parties, etc.)
* Slack (Business chat room with channels)
* Use public folders with read & reply
* Teach Outlook as primary communication tool
	+ Establish standards for Outlook to improve consistency and efficiency
* Consistent process needs to be agreed to for writing emails and all other forms of communication
* Create subject line protocol – “subject”, “response needed”, “date required”
* For email subject line add
	+ FOR REVIEW
	+ ACTION NEEDED
	+ RESPONSE NEEDED ASAP
	+ NO ACTION NEEDED
	+ UPDATE
* Read and reply to email within a reasonable time
	+ Be accountable to your associates
* More email more dialogue
* Used varied communication methods – one email is not sufficient
	+ Consider using face-to-face “pop-ins” for human touch
* Use shared drives more effectively and other tools we already have
* Use online suggestions about ideas
* To get quick actionable data on some results use flash surveys or status updates
* Develop standard meeting template and minutes template
* Enact document naming standards
* Look at complex organizations’ best practices
* Bring in a communications expert for training

## Next Steps for Others

Notes for the “Next Steps for Others” focused on three broad areas: (1) Cross training, (2) Engagement/Recognition, and (3) Process Improvements

### Cross training

* Spend a day do someone else’s job to improve understanding, Cross Training.
* Opportunities to shadow and understand the operations of those in other capacities
* If one randomly selected faculty and staff attended/observed each president’s council meeting, that would greatly assist in understanding what is actually going on.

### Engagement/Recognition

* Be more engaged in budget planning (Faculty)
* Positive reinforcement for ALL
* Use all staff “Big Show” in fall…show pictures of new staff – or do it monthly in an email about who has left/hired. Acknowledge years of service.
* PC: create some regular celebratory events. All staff lunch each term?

### Process Improvements

* When tools/products and protocols are developed, include input and thought from end users
* Fewer manual processes
	+ Timesheets
	+ Approvals
	+ Schedule
	+ Payroll
	+ HR
* Clear onboarding and off-boarding
* Encourage alternative work schedules
* Encourage telecommuting

# Conclusions/Recommendations

In reviewing the data obtained at the sessions, there are some obvious overlaps between the different action areas that were identified. This section of the report provides recommendations by the different action areas used in the workshops.

## Decision Making Issues

* Create a single source document that identifies all councils and task forces in the institution. The document should include the council/task force name, current membership, a description of the charge, and specific goals that the group is addressing. A brief introduction should be included that addresses the differences between councils and task forces. This is also an opportunity to clearly define the institution’s interpretation of participatory governance. This document must be maintained and updated regularly. This document must be accessible to all employees at the college.
* Establish a location where all council minutes and decisions made can be reviewed by employees; this location should be in the same place as the Council Definitions and Goals Document (identified above). Establish a template that will be used for all council minutes and assure it is used to record meeting discussions and results.
* Consider establishing a requirement that all employees must serve on a council; provide release time to be a member. Hold time limits that an employee can participate on a given council; assure time limits are staggered so that new members are mixed with those that have been on the council for some time.
* Provide a feedback mechanism for impacted staff/departments. It is critical that affected staff have an opportunity to review a decision prior to its implementation. If problems are identified they should be addressed before moving forward.
* Establish a checklist of criteria that should be reviewed prior to implementation of any council decisions. The checklist should include (but is not limited to): strategic alignment, identification of staff/departments impacted, policies/procedures impacted/addressed, and costs (savings and/or amount to implement).
* Assure all councils have clearly identifiable SMART goals that are prioritized, aligned with the strategic plan, and the primary focus of councils and/or task forces. These goals should be included in description of the single source Councils and Task Forces document identified in the first bullet above.
* Consider developing flash surveys to obtain information about decisions. Flash surveys can be developed in-house using existing on-line survey software or could be created and managed through an alternative third-party vendor. These one question surveys should address immediate issues and provide instantaneous feedback to respondents regarding a summary of responses.

## Organizational Structure

* The college is in a unique position with the organizational structure; it is currently being reviewed and reorganization is likely. Take some time to consider “outside-the-box” organizational structures. What would the organization look like if customers were at the top of the organization chart? Could MHCC develop an organization chart based on the strategic plan’s core themes? What would the structure look like if it were focused on service to its customer groups?
* A comprehensive review of positions at the college may be in order. Some positions could be repurposed. New positions may be in order to address communications issues and make technology transitions more efficient. Current job descriptions may need updates to accurately reflect what employees are doing in day-to-day operations.

## Policies and Procedures Improvements

* Create a central repository for all policies and procedures that is accessible and easy to use. A single source document that is comprehensive for the entire college.
* Create a task force to review policies and procedures. This task force should identify inefficiencies and inconsistencies across departments, missing procedures, and reduce policies and procedures where appropriate. It is critical to work with departments to assure new/revised policies and procedures are universal, standardized, and work for everyone.

## Use a Strategic Plan

* Develop material related to the strategic plan (Mission, Vision, Core Themes, and Values) that is tangible for employees; magnets, wall calendars, and posters are examples. These should be distributed to employees for their office areas and used as a reminder of what the college is focused on.
* All levels of planning (Unit plans, Budget plans, Department Plans, etc.) must reference and tie back to the strategic plan. Developing templates that assure actions identified in lower-level plans tie to strategic priorities is critical.
* For resource allocation, develop a scoring rubric that relies heavily on the strategic plan and can be applied to all proposals. Everything should be evaluated based on this rubric and, once resources are allocated, everyone can see how proposals measured up against other proposals. Results must be accessible to employees.

## Vertical and Horizontal Communication

* There appears to be disparity between administrators and the information they chose to share with employees. A review of current best practices with regard to information sharing at the President’s Council level seems appropriate. Once identified, these best practices can be implemented by all administrators.
* Ensure there is a feedback mechanism so that employees concerns regarding decisions are heard at the appropriate level. Make sure that employees know that opinions, concerns, ideas have been heard and addressed. Provide feedback directly to employees regarding why / how suggestions, concerns, ideas are being (or not being) pursued further.
* Consider implementation of cross-departmental meetings to inform every one of changes that may impact other departments.
* Create a central location to provide a medium that lists major changes that may impact other departments on campus. This should be in electronic format and accessible by all employees.
* Consider development of standardized templates for meeting notes/minutes and email communications.
* Review communication best practices as identified by the Education Advisory Board (EAB). Use the EAB to conduct additional research on specific issues related communication problems at the college. MHCC has an account with this organization and this is an appropriate research question for them to address.

## Next Steps for Others

* Identify and develop opportunities for cross-training. Give all employees the opportunity to learn the functions of other departments/positions.
* Create a medium that allows administration and managers to recognize employee achievements. Celebrate and recognize employees’ years of service to the college. Identify and recognize new employees college-wide and those that have separated from the organization.
* Review and identify manual processes currently used throughout the institution; where possible, automate these processes.
* Encourage alternative work schedules and telecommuting where appropriate.

# Appendix A. Transcribed Notes from Workshop Sessions

**Decision Making Issues**

08/10/2015

* Better understanding & more info on councils. Minutes available to everyone (Public area).
* Requirement of council makeup & Staff (etc.)
* Rotate out members for 3 yr. commit & options given to everyone.
* Who is involved in picking the group (Admin/staff/faculty) that make decisions? Problem is people making decisions that impact staff. They don’t understand the problem to making informative decisions. Everybody has to deal with fall out.
* Discussions with the group of people (department) impacted. The decision should be discussed with the group before implemented in a self-environment.
* Once a decision is made ensuring clear communication to everyone.
* Reduce the numbers of councils
* If nothing happens at council meetings, why meet? Make something happen. Define measurable goals. (Specific, measurable, achievable, realistic, timely)
* Communicate how decisions are made; ensure loop is closed with contributors.
* Define intent of participatory governance (Vs shared governance)
* Use online forms for brainstorming & as an alternative to meetings (like online classes)
* Fix JLC
* Revisit Council model

08/15/2015

Council structure

* Functional review of councils
* Overlap?
* Remove chairs from meetings
* Reduce number of councils
* Involve impacted groups in decision making
* Clarify info on decision making
* More information
* Reasoning
* Decisions follow policy/process of organization
* Remove chairs from meetings

Transparency

* Transparent voting on plans/decisions
* Advertised calendar of councils and decision making meetings and *results published*
* Employees given opportunity to participate/attend
* Specific deadlines
* Clarify what councils do/who does what?

“Participatory governance”

* Unit level planning (bottom up planning process)
* Include the “worker bees”
* Who is making the decisions?
* Clarify how to escalate info from councils to JLC and president
* Get buy in from all for council structure
* Clarify to get what people want
* Planning should include employees, but have a limited time for input – otherwise no decisions are made
* Decision makers should make decisions based on input

08/22/2016

Create dedicated council meetings days / times

08/22/2016 – Afternoon

* Adopt common language
* Adopt common processes
* Opportunity for feedback & feedback loop
* 1 question / week survey implementation
* Don’t ask for feedback if you aren’t going to use it – Create feedback loop
* Clearly define council roles
* Develop clear criteria for big decisions
* Develop / use an equity lens tool to use for planning decision making opportunity to  use for provide assessment / evals for council operations
* If no budget for innovation, hold off on planning.
* We need budget to create innovations
* Consider the impact of decisions on people, students, employees, community ( We are human)
* Clearer understanding of decision making process
* If people are saying they feel left out of decision making, what instances is that referring to? Budget? Days to day ops? Planning? Food services?
* If you aren’t showing up / participating don’t be pissed off when “others” make decisions.

9/22/2016

* Manage council size to better achieve goals
* Clearly define the role and goals of the councils
* Summarize meeting minutes and distribute via email to all staff
* Be more flexible with meeting times term to term
* Gather feedback remotely-discussion board
* Don’t make major changes without asking people involved first
* Be willing to correct things when you misstep
* Be open to information from others
* Finish what you start
* Don’t react in crisis mode

**Next steps for others**

08/10/2015

* Be more engaged In budget planning (Faculty)
* Spend a day do someone else’s job to improve understanding, Cross-training.
* More faculty involvement on people strategizes council
* Leadership from employee groups should be held accountable for employee moral
* To administrators work more closely with managers and staff to develop rapport
* Make sure collective bargaining agreements are beneficial to ALL stake holders (Students , staff, community)
* Make it possible to complete an entire degree only on Saturdays and Sundays, evenings or online.
* Positive reinforcement for ALL
* Give understanding of campus environment as a whole (Orientation or council rotation- new & old)
* In service use to discuss updates in departments where anyone can go.
* Use all staff “Big show” in fall… show pictures of new staff - or do it monthly in an email about who has left/ hired. Acknowledge years of service.
* Notifications to staff when admin leaving office for the day.

08/15/2015

* Opportunities to shadow and understand the operations of those in other capacities
* Transparency and accountability through metrics
* “If one randomly selected faculty and staff attended/observed each president’s council meeting, that would greatly assist in understanding what is actually going on”
* “Rein in faculty senate and hold them accountable for their reputation”
* “Advice for President: You can’t expect if you don’t inspect. Establish communication feedback from president to lowest level to ensure messages get through”
* PC: create some regular celebratory events. All staff lunch each term?
* Teach faculty how the budget process works. Include things like a) labor costs majority of budget, b) facilities and IT have large expenses to support faculty and student needs
* One benefit package for all groups
* Class schedule – increase offerings
* Weekends, evenings?
* Encourage alternative work schedules
* Encourage telecommuting
* Listen more, talk less
* Data driven decisions
* Less committees
* Faculty have opportunity to be innovative in their service of students
* Innovation must be supported by administration and become the norm (not current status quo)
* New programs, new methods, new textbooks
* Curriculum that supports employee technical development
* Partnerships
* Clear onboarding and off-boarding
* All employees and all levels of management must interact with students in some way
* Each group – step back and appreciate what you have here. Be part of the solution if you are unhappy. Admins, give us opportunities to be part of the solution
* For all - Best practice for work with students (from orientation, to instruction, to business office) has been established and proven by volumes of research. Follow it and increase enrollment, retention, satisfaction

08/22/2016

How can we create a culture of kindness?

08/22/2016 – Afternoon

* When tools/products and protocols are developed, include input and thought from the end users
* Saints email
* Budget tools/ process
* Fewer manual processes
* Timesheets
* Approvals
* Schedule
* Payroll
* HR
* Trust that others are capable – Empower
* Don’t  assume that the problem is a person
* Step up and find out- don’t wait for someone to hold your hand
* Be a part of the change you want, There is no wizard or magic wand
* Reminder: Communication goes both ways!

09/22/2016

* Empower each department to voice their needs and how to utilize what you have
* Find alternatives to "do more with less"
* Stop making decisions without information, evaluate data without prejudice or predetermined goal in mind

**Organizational Structure – What roles? Positions? Areas?**

08/15/2016

New positions

* Social media manager is needed
* Add a person who helps IT implement new systems in student services
* Add new programming staff
* Add ombudsman position to be problem solver

Changes to existing positions

* Reconsider PC and its membership
* Ensure that students, staff, faculty, and middle management are heard and not filtered through one individual
* Rotating or shared membership at this level?
* Secure time for exec. Cabinet, but PC spot or membership changes each term and with specific goals relevant to people on PC
* Define council and members’ fit into organizational structure
* Clearly define roles
* Job duties need to match position description
* Rewritten or new positions should have full affected department personnel input to create buy in and let them understand duties
* Functional review of department positions to reflect changes and updates
* Focus on cross training, backups, critical functions

Organizational/structural issues

* How do we determine problems with the organizational structure?
* “Flatten” organization
* But don’t have everyone report to the president
* What behaviors of administration cause people to feel disempowered, voiceless, absent in decision making, and how can they be changed?
* Have decisions made top down, and ideas flow bottom up. Academia tend to talk and not make decisions
* Mangers communicate top down to front line employees
* Hire solid leaders who are supported. We expect too much from too few people, people are the key, not the structure

08/22/2016

* Create new organizational chart and update regularly
* Annual share of changes in FAFSA info and contract info to PFTA and FT Faculty

08/22/2016 – Afternoon

* Repurpose positions
* Build org structure to last – embrace resiliency
* Org effectiveness in service delivery
* Org chart - built on our customers
* Think about workloads to improve college wide outcomes
* One that is transparent
* A more equitable distribution of workload and appropriate salary amongst the different classifications
* A more inclusive culture
* Roles – Better defined
* Everyone on the same page – above & below understand
* Expectations – Clarify
* Better understanding of departments roles and individual positions

9/22/2016

* Need leaders with specific knowledge of functional areas
* Ensure decisions are made at appropriate levels
* Managing does not mean ruling coordinate, gather info, use resources effectively
* Safety in decision making, an environment where it's ok to make mistakes
* Accountability, structure, how things work

**Policies & Procedures Improvements**

08/10/2015

* More Efficient & reliable procedures to follow/ updated procedures to follow.
* Clearly defined policies & procedures
* Trust in process improvements to be created by staff & presented to management
* One universal file that allows constant implementation of the process. usually outdated/ Multiple versions floating around
* Empower employees with decision making ability to solve problems as they occur
* Allow policies and procedures to move forward without several committees’ approval. Leave room for movement and allow for changes along the way.
* Deuce the amount of “approvals” to stream line process improvements
* Set expectations of improvements require unit plans at least 1 (or some #) of policy/ procedure improvements.
* HR SOPs develop in placed & used to provide consistent delivery of services
* Decision mapping must be created to create a historical decision timeline.
* Create template for evaluating policies/ procedures for improvements
* Update board policies & admin regulations
* Public posting of mandated minutes
* SOP availability and updated with changes
* Printed workflow/ chain of command
* Student involved includes informed with resources
* Digital orientation
* Take time to be face to face with customer (Students, staff) more data on pay stub- vacation, sick time.
* Procedure manual on everyone’s desk
* Common colloquial language vs. specific department. Then communication will be better/ training easier

08/15/2015

Access to P and P

* Clearly define where P and P and AR are posted
* Define ownership of P and P and AR
* Single point of access for P and P – not intranet and portal and local
* Put policies and procedures on intranet – all areas
* Convert all procedures to digital
* Use consistent template

Revisions to P and P

* Departments should be accountable for keeping them updated
* Procedures are the largest issue
* Review and update policies and procedures (this will require change)
* Employees should have input in the review process
* Reduce and improve policies
* Catalog missing policies and procedures, work on filling those out
* Hire a person/team of process review specialists to identify, document lack of process, then plan process and implement it. Will take at least a year.
* Streamline P and P to be “singular in concept” and reduce confusion, gray areas
* Need improved onboarding, off-boarding, access change, policies, and clear lines of responsibility
* Update information on intranet or overhaul system
* Procedural info (how to host an even on campus for example) is severely outdated, has been for 4-5 years

Employees and P and P

* Hold employees accountable for using policies and procedures
* More training on documented procedures
* Consequences for not following policies and procedures
* Rewarding following through online-update organizational chart
* If solid, updated policies and procedures are made available with training more people will follow them
* Staff need time to do this

08/22/2016

Create Budget for PFTA participation

Direct FT Faculty to create time for mutual policy or procedure creation

08/22/2016 – Afternoon

* Clear place for all departments’ important policies – web page? – comprehensive
* Use back design to develop policies that are purpose driven & Efficient
* Review all Policies, ARS, & procedures updates
* Define responsibilities for policies / ARS procedures
* If they exist, follow them or change them before you break them
* Check current policies / procedures to be sure they are effective or needed
* Consistent policies/ procedures
* Develop a task force to review & revise policy & procedure simplification
* Is it a real policy or perceived policy? (Challenge the process)

**Use a Strategic Plan**

08/10/2016

* What is the strategic plan?
	+ Perhaps market it. Make it (Plan clearer to staff).
	+ Include in this presentation
	+ a magnet or something for your desk
	+ Perhaps staff meetings where one topic is discussed.
	+ Follow through from meetings.  We give input with no idea what happened. Results.
	+ Practice what is preached
* Prioritize the facility, improvements
* Tie strategic plan to budget when planning budget each year
* Use/ implement ideas every month from mtg or plan.
* Vision, mission, & Goals should be on everyone’s desk and referenced constantly.
* Put vision or goals statement on name badges
* Need accountability for creation review & updates. Tool?
	+ Actualize strategic plan into unit plans; get management/ dean buy in.
	+ Indoctrinate new employees with mission, vision values and how they can personalize/ contribute.
* Ways staff can be vested on campus. (Clean up, New student day/national student day)
* Tie actions back to “strategic plan”
* Use “PLATNUM RULE” between employees.

08/15/2016

Strategic planning

* Department strategic plan clearly tied to overall plan
	+ Updates
	+ Share other departments’ plans
* Order of precedence: 1) strategic plan, 2) budget to plan, not vice versa
* Meet deadlines, be accountable if not
* Clearly define the plan – measurable goals
* Integrate unit level planning into operational plans
* Develop and roll out consistent strategic planning throughout the college
* Every activity needs to reference how it relates to the strategic plan
* Departments need to develop strategic goals that match the strategic plan
	+ Strategic goals are not created or followed for each department
	+ Employees need to be reminded of strategic plan and goals as part of everyday work
* Key priorities from each area that are connected to the strategic plan and then connected to senior management and council decision making

Professional Development

* Machine upgrade schedule
* How to facilitate student experience
* Visibility to all
* More opportunity for staff to obtain professional opportunities
* Incorporate addressing the results of the climate survey into the charge of the leadership team or possibly the JLC
* Invest in employee training for future work not only existing positions
* What is process of prioritizing who goes to what conferences (re: professional development)
* Targeted, job specific training

Resource Allocation

* Allocate resources for professional development fairly across employees
* Increasing transparency in resource allocation

08/22/2016

* Make FT and PT professional development the same process
* Create time for PFTA to attend department meetings

08/22/2016 – Afternoon

* Develop timeline & benchmarks to expand on action items to achieve the strategic plan
* Use the same to make budget decisions and organizational changes and to generate additional resources
* Identify resources to accomplish the strategic plan
* Actually incorporate it into daily operations and communicate how it relates
* Understanding the S.P (communicate) – why does it matter?
* Use a tool, scoring process / published rubric & communicate decisions based on this and then use the results to fund mandates

9/22/2016-In-Service Session

* Accessible feedback loops
* Simplify processes
* Define the strategic plan for people
* Extend more professional development opportunities to classified staff
* Remove the politics out of the core meaning for the organization
* Set goals with specific time lines

**Vertical and Horizontal Communication**

08/10/2015

* Explain in detail, the WHY of decisions all through institution.
* Use another medium (Other than email) like “yammer” to cut down on non- critical work community items (Volunteer opportunities, party’s etc.)
* Slack (Business chat room with channels)
* Notes take & distributed in meetings
* Update org chart and phone tree list
* Complete onboarding for new (campus wide)
* Cross departments meetings with clear messages
* Crucial departments & point of contact lists
* Use public folders with (read & reply)
* Communicate what is available for communication i.e. yammer communicate in person
* Decisions made in one department affect other departments with no communication
* Board minutes published
* Quick 5-10 min lean check in meeting at the beginning of the day to run through priorities for the day
* Departments need to work as teams- not as “silos”; everyone is here for students benefit
* Critical to keep In mind that the student is our “bottom line”
* No decision between “faculty & staff” - we all work together and should communicate as one- Perhaps we can do group activities together
* Help employees identify the best method of communication for different situations. (when to call, email, meet, training)

08/15/2015

Email and communication

* Teach Outlook as primary communication tool
* Establish standards for Outlook to improve consistency and efficiency
* Consistent process needs to be agreed to for writing emails *and all other forms of communication*
* Create subject line protocol – “subject”, “response needed”, “date required”
* For email subject line add
* FOR REVIEW
* ACTION NEEDED
* RESPONSE NEEDED ASAP
* NO ACTION NEEDED
* UPDATE
* Read and reply to email within a reasonable time
* Be accountable to your associates
* More email, more dialogue
* Use varied communication methods – one email is not sufficient
* Consider using face to face “pop-ins” for human touch
* Shared department/division meetings
* Text as appropriate?
* Communication must be consistent, regular, and anticipated
* Use shared drives more effectively and other tools we already have
* Proactive communication and transparency about things that affect employees
* Listen to colleagues attentively, respectfully, “you have two ears and one mouth use them in that ratio”

Meetings

* Start meetings with topics that interest and engage employees
* Develop standard meeting template and minutes template
* Meetings should be efficient
* Agenda should be set prior to meeting
* Minutes should be shared with all participants
* Meeting should start on time
* Summary should be distributed after meeting concludes
* Meetings should be canceled if they aren’t needed
* Summarize meetings – more transparency
* Decisions should be documented, not just “Debbie wants…”
* Too many meetings become “echo chambers”
* Open up management meetings to faculty and staff observers chosen at random?

Department coordination

* Clearly define organizational roles
* Create centralized department strategies incorporating current work and projects
* Develop way to communicate with people out between terms
* Develop clear process for how ideas can be heard above employee
* Use online suggestions about ideas
* To get quick actionable data on some results use flash surveys or status updates
* There should be more follow up on communication
* Create opportunities for meaningful dialogue about college and managers’ group issues for the leadership team
* Information from these must be shared with departments by managers
* Enact document naming standards

08/22/2016

**FT Faculty –**Read PFTA Classified SDFS contracts and vice versa

08/22/2016 – Afternoon

* Communicate around planning decision making that is transparent
* Don’t make decisions in isolation
* Create culture- ownership of listening & communication
* Avoid being selective in communication
* Look at complex organizations best practices
* Bring a communications expert for training
* Regular planned and consistent communications
* Celebrations communicated
* Big picture changes should be shared out by one or two people ( Budget Process changes)
* A forum that addresses the negative communications (rumors. Gossip)
* Closing the loop to any process
* Accepting that people make mistakes/ provide safe space for honest communication
* I’ve always been unsure as to what actual “Communications” are not getting through

9/22/2016

* Feedback from all stakeholders before a decision made
* Gather more info from key stakeholders
* Electronic communication remote discussion board (Skype)
* Assess possible effects of proposed change
* Gather more information from key stake holders
* Less meetings and utilize email
* Goals action plan
* Streamline task forces, workgroups, what are they working on

Note: The Part Time Faculty Teaching Association Representatives chose not to participate in the Workshop Format. They did, however, provide feedback on next steps for the college. Notes from their session are included to be inclusive of the data that were collected.

PT Faculty Informational Session on Climate Survey

Monday, August 22, 2016

Need to strike a balance between external partners and internal partners

Need to deal with our “own backyard”

Concur with the recommendation on pg. 62 of the full report that we need to take “boosting morale” off of the to-do list as other improvements will facilitate this improvement

Suggestion:

We need to do a second survey

It should be electronic

We should only leave it open for about 2 weeks

Everyone should be invited to participate (remember to include Bruning Center and Head Start)

It should be anonymous or if people want to sign it, they can

They should be asked what specific ways we can improve the 12 goals outlined at the end of the final report

To accomplish this, we should create 12 taskforces around these 12 goals

Give each taskforce 2-4 weeks to work

Have the taskforce come up with short term and long term changes or recommendations

We cannot continue with giving groups an unlimited amount of time

The taskforce comes up with a list of ideas, all of which should be made public over the portal

This will help with buy-in, transparency, and communication issues

Then go back to the employee groups to elicit feedback on each of the short-term and long-term goals generated

This suggestion is more about the process of how we can improve the College

Moreover, you would need to have someone from JLC or the Management group to lead the taskforce and they should be empowered to move quickly and pull people in, given their expertise, and then disband afterwards and perhaps should be completed before the November accreditation visit

Feedback:

Need to consider PDCA – Plan, Do, Check, Act and move to empower the different taskforces to move on implementing actions (say about 2 weeks, 1 month, 6 weeks, etc.) and then check to see if we should continue down this path or should implement corrective action

Debbie: Likes the concept, but needs to be integrated into Council structure. There needs to be a Council that takes ownership of this, and that is People Strategies Council, since they have taken

ownership of the climate survey actions. I like the 12 goals idea and I think we need about 2 years to work on these items, which will coincide with the next administration of the climate survey and we will see how much we have moved the needle on this issue.

Some concerns around People Strategies being the owners because there are only about 5-6 people on there and the PT hourly and faculty representation is lacking. You have this group that is made up of all FT individuals and they have no insights about the PT faculty group experience. For example, we had asked that they think about having some kind of drawing to incentivize participation, and this small group that has been empowered and has authority did not really give this idea any consideration.

Debbie: We need to have a governance council own this project in order for it to be in the spirit of participatory governance, it could be housed with me, but then it wouldn’t be participatory governance or even employee-owned so that we can move forward with this agenda collaboratively.

The Biggest Question:

How do you engage people?

Recommendations:

Find way to give PT Faculty the option to use the full version, not the OTW version of Outlook

Add PFTA tutors as an option on the survey

Comments:

Before we try to go out for a GO Bond again, we need to focus on building relationships and value with community residents. We should not say a single word about the Bond until about 5 years have gone by and we have done our best to rebuild community trust.

FT Faculty do not understand the PT faculty experience

There is a culture of hostility among faculty and across the institution

Miscellaneous:

Create a slide in the presentation that deals with the difference in perceptions for each group around how much or how little involvement they have in decision making to highlight or perhaps to tease out some of the internal relationship issues and communication issues as well

Consider doing this process as a two-step process, which focuses on internal processes, and then another that focuses on external relations.