Board Monitoring Report

Human Resources

March 21, 2024

Table of Contents

Executive Summary 3
Preparation 4
- Leadership 4
- Growth & Development 5
- Organizational Alignment 6
- Operating Standards 6
- Employee Diversity 6

Performance 7
- Communication 7
- Effort & Strategy Alignment 8
- Decision-Making 9
- Empowerment & Collaboration 9
- Work Execution 10
- Customer Service 10
- Safety 10

Cultural Condition 10
- Reward & Recognition 10
- Enhanced Effort 11
- Work Environment Quality 11

Employee Satisfaction 11
- Loyalty 11
- Pride and Morale 12
- Environment 12
- Actions and Recommendations 13

Executive Summary

In accordance with the Board policy on Monitoring College Effectiveness (B1002), monitoring reports will assist the Board with guiding the President on decisions related to the Strategic Plan for prioritizing improvement initiatives and allocating resources. Specific monitoring measures and indicators of performance are suggested in each Strategic Outcomes policy and aligned to Strategic Plan strategies.

The Strategic Outcomes policies for Human Resources are:

- Employee Relationships (B3001)
- Organizational Culture (B3003)
- Employment, Compensation, & Benefits (B3004)

The Key Performance Areas (KPA's) are:

- Preparation, Performance, Cultural Conditon and Employee Satisfaction

This report provides updates on Human Resource activities that are aligned with the Board Strategic Outcomes using the Key Performance Indicators (KPIs) in the Shawnee Community College Effectiveness System (SCCES).

The areas of measure identified for looking at the key performance indicators include:

- Leadership
- Growth & Development
- Organizational Alignment
- Operating Standards
- Employee Diversity
- Communication
- Effort & Strategy Alignment
- Decision-Making
- Empowerment & Collaboration
- Work Execution
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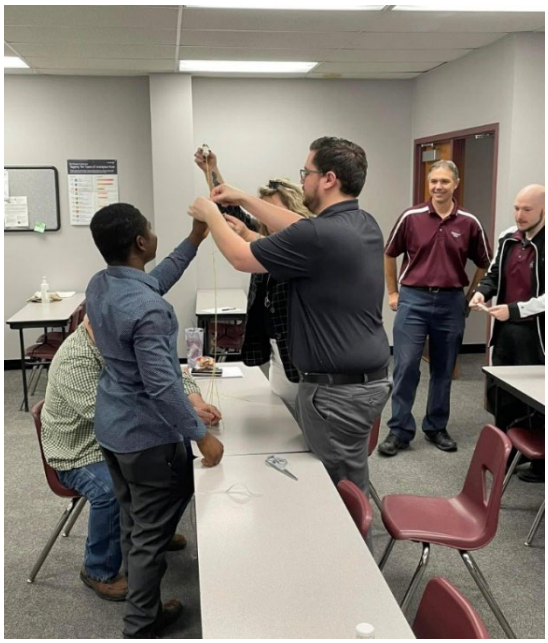
- Loyalty
- Pride
- Morale
- Environment

Preparation

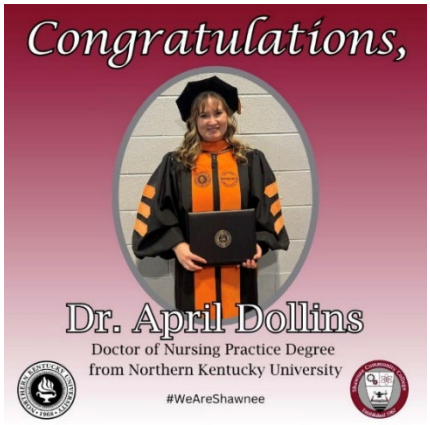
Leadership

The Executive Council hosted a Shared Governance Retreat on main campus for faculty and staff. It allowed employees to learn more about leadership, team building, and problem-solving.



Growth & Development

ADN instructor, April Dollins earned a Doctorate of Nursing Practice Degree from Northern Kentucky University. Director of Student Success, Mindy Ashby earned a Master of Science in Higher Education Leadership from Missouri Baptist University.



Employee Development Areas
Academic Leadership Conference
ACTE Conference (Association for Career and Technical Education)
ACUE Certification (Association of College and University Educators)
Counseling Educator and Counseling Student
Chair Academy Leadership Development
DACUM Training (Developing a Curriculum)
Implicit Bias in Healthcare
NJCAA Certification
Student Financial Aid Administrators
WIDS Training (Worldwide Instructional Design System)

Employee Skill Attainment
2 employees earned continuing education units for completion of the Succeeding as an Administrative Professional course.

Professional (colleague) learning community
Sherry Wessel, General Manager at Harrah's Metropolis led a Lunch and Learn on 'Providing Exceptional Customer Service'.

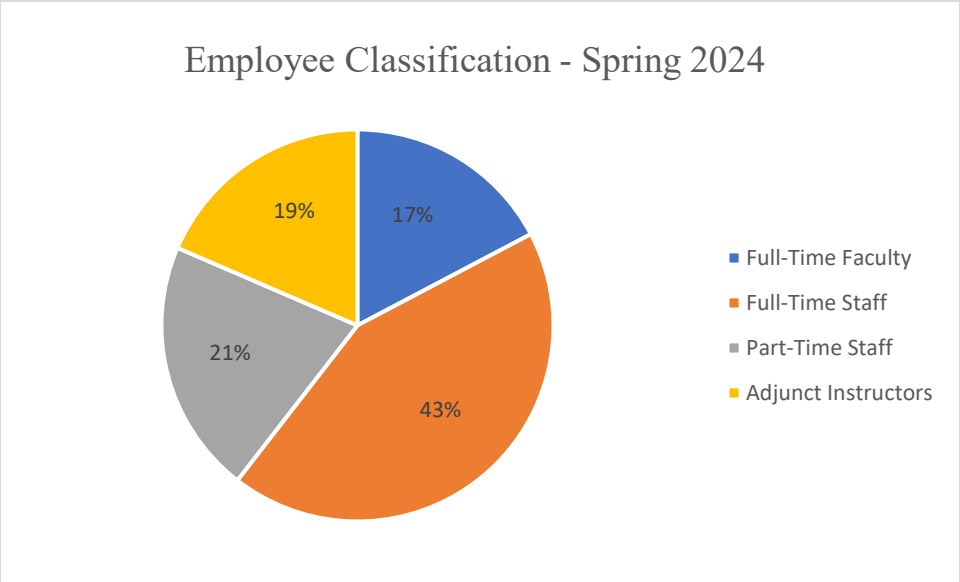
Organizational Alignment

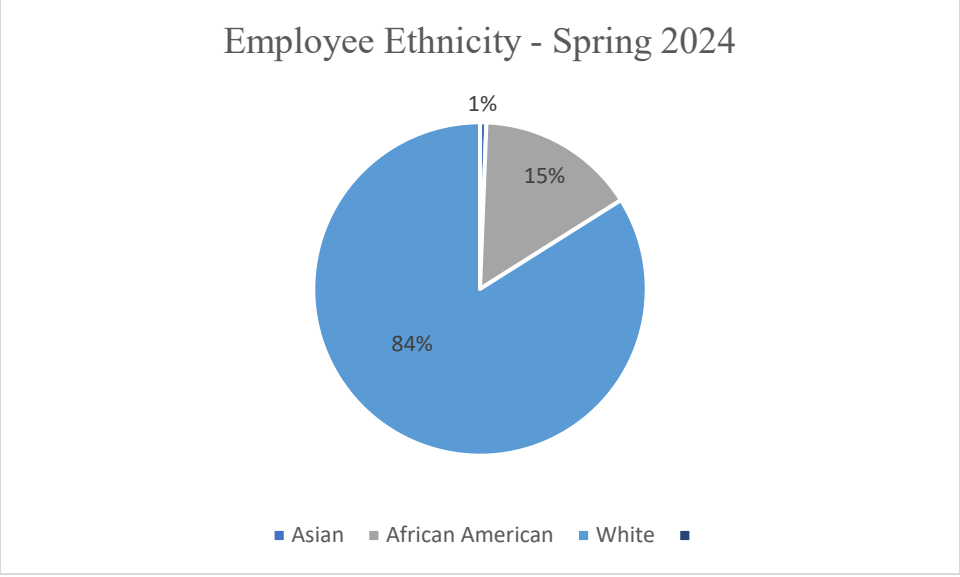
Organizational Chart
The chart represents the internal structure and function of the College and is located on the College website.

Operating Standards

Performance Guidelines
Annual performance reviews are conducted throughout the College. It is an opportunity to provide feedback to employees and prepare goals for the next cycle review.

Employee Diversity





Performance

Communication

Opportunities for two-way group communication

- Cabinet
- Departmental meetings
- Shared Governance Teams and Councils
- Breakfast with the President

Timeliness

Efforts are made to communicate information in a timely manner. Also, weekly calendars are emailed.

College-wide meetings

The most recent was the HLC Assurance Review Kick-off & Assembly. Attendance was either face-to-face or zoom. It was an opportunity to learn about the upcoming HLC Assurance process and timeline.

College-wide email

This is the first choice to share information quickly to all employees throughout all campuses. It also helps to engage employee participation in events and activities.

College-wide information videos

Teams and Committees have utilized the homepage of mySCC to place informational videos.

Employee Recognition
Employees are recognized on their yearly employment anniversary date in a college-wide communication. In addition, at milestone years, employees receive a certificate, a service award, and a congratulatory letter from the Board of Trustees.

The milestone years of service are:
1 year = Merit
5 years = Bronze
10 years = Silver
15 years = Gold
20 years = Platinum
25 years = Emerald
30 years = Ruby
35 years = Sapphire
40 years = Amethyst
45 years = Topaz
50 years = Diamond

Effort & Strategy Alignment

Activities performed as part of the strategic plan

We observed Holocaust Remembrance Day on January 29, 2024, with a virtual 360 video of a Holocaust survivor sharing his story of a timeless lesson that love is stronger than hate.

To commemorate the 60th anniversary, (August 28, 2023) of the March on Washington, the Cultural Awareness Team took advantage of learning through technology by bringing the past to life in an unforgettable virtual reality experience

Decision-Making

Shared Governance Structures
The Shared Governance Retreat held in the fall semester gave clarity to the policy and procedure creation process. The old policy manual was reviewed, dismantled, and placed with the appropriate Council for revision and creation.

Employee Participation
All employees are assigned to a Shared Governance committee and participation is expected.

Empowerment & Collaboration

Employee initiated projects aimed at solving operational issues
The Business office created two different forms for placing orders and processing direct payments to give clarity to the Accounts Payable process.

- Purchase Requisition form is used to order supplies, materials or services.
- Payment Request form is used to issue payment or reimbursement.

Employee initiated project aimed at improving customer service
Bernie's Place has been relocated and revamped for the needs of our students through the efforts of Jacqueline Smith, Executive Assistant to Vice President of Student Affairs and Kevin Hunsperger, Executive Director of Public Information & Marketing.

Work Execution

We currently do not have an indicator for this measure.

Customer Service

We currently do not have an indicator for this measure.

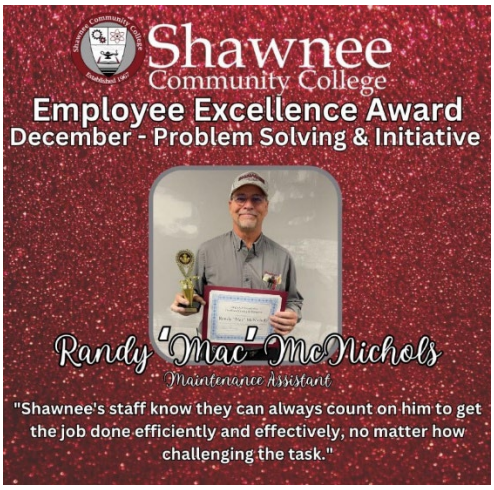
Safety

The College reported zero safety incidents in the annual safety report.

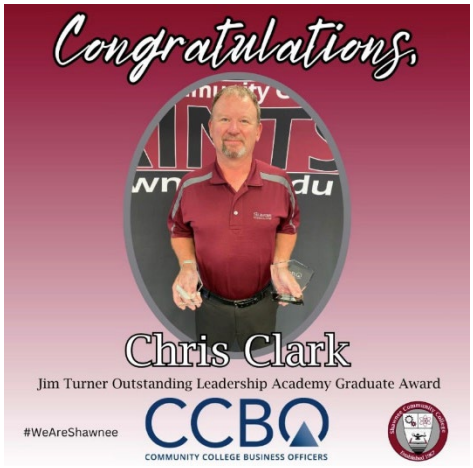
Cultural Condition

Reward & Recognition

Employees recognized for workplace contributions



College awards and recognition received from external sources



Chris Clark was awarded a Leadership Academy Award from CCBO (Community College Business Office) and a Distinguished Budget Award from GFOA (Government Finance Officers Association).

Enhanced Effort

We currently do not have an indicator for this measure.

Work Environment Quality

Voluntary Attrition or Turnover Rate

The voluntary attrition for FY24 is 11, and the turnover rate is approximately 15%.

Employee Satisfaction

Loyalty

Sense of engagement/community

The Employee Relations Team took the lead on fundraising efforts for an employee during her health journey. The fundraiser spread through the College district.

Pride and Morale

Willingness to take ownership of area (embrace their role)
Willingness to focus on solutions instead of fault-finding

Environment

Supervisor relationships
A supervisor training led by Attorney John Schneider identified areas in leadership that often need improvement (i.e., avoidance of accountability, lack of commitment, fear of conflict, absence of trust). Supervisors must set the example. Does your team see you as a leader? Have you provided your team with the tools and training necessary to complete tasks?

Actions and Recommendations

Currently Implemented

Goal 3. Objective 2. Strategy B – Provide customer service training.
The Employee Relations Team offered a Lunch and Learn on customer service in the fall of 2023. It was offered face to face and via Zoom.

Goal 3. Objective 2. Strategy C – Provide advanced training for Microsoft products.
20 employees completed the Purchase Process Management Assessment course taught by Dr. Taylor.

Goal 3. Objective 5. Strategy A – Establish a new employee orientation process.
From July 2023 – January 2024, 10 new hires have received new employee onboarding.

Goal 3. Objective 5. Strategy B – Exit interview process.
2 former employees completed the exit interview last fall and provided insightful information.

Goal 3. Objective 5. Strategy D – Create consistent employee recognition process.
From July 2023 – February 2024, 34 faculty and staff have been recognized for service anniversaries.

Goal 3. Objective 5. Strategy E – Develop events that promote inclusive employee interaction.
From July 2023 – February 2024, the Employee Relations and Cultural Awareness Teams have hosted 11 events or activities for main campus, and extension centers.

Recommendation
As it relates to the Board Policies, Employee Relationships (B3001), and Organizational Culture (B3003), I think the environment of the College would benefit from maintaining clear goals, consistent expectations, and growth opportunities that would guide employees in the workplace. I recommend we create an employee handbook to clarify expectations, workplace conditions, and revision of Human Resource procedures.

As it relates to the Board Policy on Employment, Compensation, & Benefits (B3004), a compensation study to review our salary structure, analyze job descriptions, and ensure positions are classified correctly will help with attracting diverse talent.