



2015 CWI Employee Survey – Action Planning Summary

Each CWI department documented steps taken to address the following three areas, and these lists were compiled into a college-wide comprehensive summary, inclusive of implemented key action items over the last two years. CWI is pleased to share below the actions implemented in response to the 2015 survey.

#1 Communication – challenges:

- Cascading information down through the organization and limited opportunities for employees to communicate up
- Facilitating communication between departments

Actions implemented:

Cascading information:

- President's Cabinet (PC) works closely with the Executive Team (ET) to facilitate a closer relationship to the departments across the College.
- PC and Board of Trustee meeting updates have been added as a standing agenda topic for College Council (CC), encouraging the information be cascaded by members of CC.
- ET, ITEC/ETAC/ATAC (IT Governance process), and College Council have representation from across all college departments, to facilitate information across departments.
- myCWI and department sites are updated to be more interactive, relevant, and end-user friendly. MyCWI homepage newsroom visits increased by approximately 200%!
- Department Leaders and Faculty and Staff Senates are sharing President's Cabinet, Executive Team's, College Council, or ITEC/ATEC/ETAC updates regularly via team meetings, emails, or newsletters, ensuring messages are cascaded down into the organization.
- Staff Senate Officers meet quarterly with Executive Team mentors.
- E&SS Newsletter and leadership meeting bullet points communicated broadly.
- Workforce Development monthly meeting with administrative assistants, one-stop representatives, business office, and bookstore.
- Faculty Senate in process of adding ad hoc Department Chair seat to Senate to facilitate information cascade up and down.
- Staff Senate hosts Bi-annual Brown Bag luncheons to facilitate two way communication.

Communication between departments:

- Active Directory now auto populates with employee's current position, department, supervisor, and mailstop.
- Employees are able to update personal information using the online Self Service tools.
- Facilities Department sends communications to departments, building leads, and occupants about work projects.
- HR sends "Manager Minute" communication to managers bi-monthly.
- Faculty and Senate Officers present to new employees during New Hire Orientation.

#2 Participatory Governance – challenge:

- Transparency to help employees represent CWI and help shape the future.

Actions Implemented:

- CWI completed its FY2018- FY2022 Comprehensive Strategic Plan which was approved by the Board of Trustees in June 2016. The process to develop this plan involved a broad cross section of the college's employees who provided input through a series of interviews, meetings and workgroups. Input was synthesized through an iterative process to create a long term Vision 2040 and a more specific 5 year plan which guides us into the future.
- The Strategic Plan requires ongoing activity to ensure that it remains a living operational document. To that end, CWI has implemented an Annual Planning process which includes operational plans aligned to the college's departments. This process affords the opportunity for ongoing visibility by all employees into the Strategic Plan as well as involvement in achieving the plans stated Objectives.

- Faculty Senate leveraging committees to engage more in the process of recommending and implementing change.

#3 Career Advancement & Growth – challenges:

- Understanding the difference between the promotion and competitive processes
- Succession planning
- Manager training

Actions Implemented:

- Updated yearly evaluation philosophy, moving to a Strengths Based Coaching approach with emphasize on employee development
- Differentiated Pay initiative launched to recognize individual performance.
- Executive Team approved the reclassification process, defining guidelines for a re-classification verses competitive promotion process.
- Faculty evaluation process revised to ensure an iterative, long-term approach. Faculty differentiated pay rubric aligned with job descriptions launched.
- Increased Manager training offerings
- Manager trainings open to employees
- Project Team created to present recommendation to PC and ET to address CWI leadership development.