



High Performance Culture Action Plan 2019

Why Pay Attention to Culture

For knowledge work to flourish, the workplace must be one where people feel able to share their knowledge. This means sharing concerns, questions, mistakes, and half formed ideas. They have to be able to work well together.

A culture of psychological safety is about candor, about making it possible for productive disagreement and free exchange of ideas. It enables people on different sides of a conflict to speak candidly about what is bothering them.

Themes That Emerged From the Culture Listening Meetings and the 2019 Employee Engagement Survey

1. Living Core Values
 - CWI values are not modeled across the organization.
2. Communication remains an opportunity
 - Need transparency
3. Speaking up and raising ideas – more involvement from faculty and staff
 - Solicit and listen to employee input
 - Improve collaboration and communication across the College

Action Plan

- ✓ PC adopted Institutional Priority #1 to show commitment to the CWI culture:
Operate as a ***High Performance Institution***.
Goal: 5% *increase* in the employee engagement index score measured against the October 2019 survey.
- ✓ PC leads by example:
Hired an Executive Development Consultant to help PC become a more effective, collaborative team.
Resulted in PC drafting their Team Values and coming to an understanding of how they will be personally accountable to the team.
- ✓ PC sponsored facilitated meetings focused on culture, with staff and faculty across the campus, gathering feedback and ideas on how to become a ***High Performance Institution***.

Engaging College Council to develop recommendations for:

- A CWI purpose statement aligned with the strategic plan

- Definitions for CWI values

- A campus-wide campaign for buy-in and awareness of purpose and values

- Campus-wide recognition program

✓ PC launched a recognition program rewarding employees taking on additional duties when a co-worker is out for an extended time.

✓ PC sponsored campus-wide celebration for accreditation mid-cycle success.

Action Plan

✓ Implemented the Agile methodology across CWI.

- Agile brings with it a clear set of fundamentals, principles, and practices that are aimed at achieving work goals through a collective understanding, and maximizing of process relationships and individual interactions.
- Implemented the Version1 tool to **aid collaboration across the College**. Allows the entire organization to visualize their work, **identify cross-team dependencies** and organizational impediments to goal achievement, and to prioritize work based on institutional value. Also allows for employee input and comment.
- President's Cabinet and Executive Operations Team are using Version1 tool to allow transparency into their decision making.
- Documented the strategic goals PC sets and objectives of the college within the Tool and directly tying all of the prioritized work across all College to those objectives. **This ensures that all of the work across the institution is in support of the Strategic Plan and is TRANSPARENT.**

Action Plan

- ✓ PC and the Executive Team meetings are now split for decision making.
 - PC focuses exclusively on strategic needs.
 - Executive Operations Team focuses on the operational work.

- ✓ CWI's governance structure and charters were broadened to include more individuals throughout all levels of the institution and spread governance equitably among employees.
 - Academic Enterprise Tactical Advisory Committee (AETAC)
 - College Council
 - Faculty Senate
 - Staff Senate
 - ASCWI

Action Plan

More communication and interaction between President Cabinet and employees/students:



Completed:

- Provost engaged in Q&A tours with faculty when first joined CWI.
- Faculty planned and hosted 'Crucial Conversations' briefing at Fall In-Service and invited Executive Team.
- President and Provost attended Fall College In-Service and visited instructional departments.
- President attended PTK Fall meetings.
- PC attends monthly Sprint Reviews where teams showcase their successes and accomplishments.
- PC hosted a Q&A session at the August In-Service and the E&SS Department offsite.
- The President visited Surgery Technical and Arts & Humanities Programs, and attended the Veterans Day Ceremony, OnRamp Fall Event.
- The President has become more visible internally, i.e. attending Dean and Department Chair Meetings.
- PC attended Workforce Development Student Orientation Welcome.
- PC sponsored and attended the campus-wide mid-cycle accreditation celebrations.

Planning:

- Quarterly luncheons inviting new hires to join President's Cabinet allowing an opportunity for a FAQ session with senior leadership.
- The President has scheduled a January all-employee communication session.
- All employee training and recognition In-Service (August)

Action Plan

- ✓ 7. Office of the President is launching video blogs focusing on the state of the college.
- ✓ 8. Institutional Effectiveness (IE) will provide data to support data-driven decision making.
9. PC will build competency in **Change Management Communication**.
 - PC will engage in a self study referencing “Strategies for Managing Conflict and Communicating Effectively” a brief published by The Chronicle of Higher Education and learn to:
 - Cultivate strong relationships that will help you establish credibility
 - Collect and analyze data to make the case for change
 - Implement strategies for communicating your vision and get buy-in from campus skeptics
 - Frame a crisis as an opportunity to bring about positive transformation

Each department will review their engagement data and develop action plans for their areas by engaging their employees to develop recommendations.

Launch a pulse survey in 2020 to measure employee engagement progress.

Organizational Compliance and Competency Training - Institutional Priority #1, High Performance Culture.

Complete a gap assessment in summer 2020

Compliance Training - focused on training that must be completed to meet requirements of state/federal laws.

Organizational Competency Training – examples:

Crucial conversations / Safety

Role Based Training: Budget Managers / Supervisor Training /

Performance Management for Non-Managers