AQIP NOTES

CATEGOR 4 VALUING PEOPLE

TABLE 1

PERFORMANCE AND EVALUATION
- Yearly evals. Have a more capstone feel
- Performance bonuses for meeting goals (and flat raise)
- Performance assessments more meaningful with explicit ties to college mission.
- Raises based on meeting performance objectives
- More all college training sessions
- Reward years of continuous service
- Revise faculty eval./goal setting forms (to assign institutional goals)

RECRUITING AND HIRING AND DEVELOPMENT
- Orientation for new hires/part-time and adjuncts
- Develop college-wide mentoring process
- Surveys about what training is needed
- Poster or presentable mission, value and goals paper
- Actually hiring people who are committed to diversity
- More recruitment efforts—seek out good people as opposed to waiting for them to come to you.
- Hire minority faculty for student minority population.

PROFESSIONAL DEVELOPMENT
- Prof. dev. And leadership opportunities become more transparent and democratic
- More opportunities for adjuncts/part-time orientation
- More training/development opps for jobs outside of teaching
- Provide conference/training addressing HCC mission, vision and philosophy about? Hiring

JOB SATISFACTION AND MOTIVATION
- Motivation NOT raising course caps
- Faculty/Administrator/Staff awards that are significant
- Time and opportunity to pursue personal and professional development
- Motivation: Decrease course load of faculty
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TABLE 2

TRAINING AND DEVELOPMENT

- Job training/Prof. development could be more outside of campus
- Training and development beyond HCC resources is not encouraged (budget issue?!) 
- Staff development $ is the first thing that gets cut.

MISSION AND PHILOSOPHY

- How do you know if a perspective hire shares your mission?
- Making a real connection between job performance and institutional goals during the orientation process
- Link suggestions presented on “reviews” with college goals
- Prepare a common, written process for hiring/interview

MORALE

- Moral is not discussed/addressed
- “Catch” people doing something good and give them recognition for it somehow ($, Gift Certificates, close parking spot)
- Fun group activities across departments to build morale

RESPECTFUL MOTIVATION

- Do more research: (focus groups, surveying, etc.) to analyze what employees do/do not consider when finding other employment options.
- Identify methods likely to increase intrinsic motivation and implement

COMMUNICATION

- What is a good employee? Identify/clarify what this means
- Challenge—to insure the mission, vision and philosophy of the college is known by all employees.
- “F.A.T.S.”
- Job Sharing
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TABLE 3

TRAINING MENTORING
- Build more mentoring into our structures
- Many processes may already exist, but may need to be made more visible
- Consistent observation of adjuncts
- Funds for professional development
- Paid professional growth for adjuncts
- Balance needs of students with needs of faculty/staff

HIRING
- More expert control in hiring—less impressionistic decision making at the top.
  Maybe clearer hiring team reports and evaluations

MORALE
- Distinct segregation of divisions exists
- Workload above and beyond teaching assignments
- Pictures and info on website
- Intranet staff directory with photos
- Publicly recognize individual accomplishments
- Introduction of new employees (pic/bio) so we can know who they are
- Are adjunct faculty members valued to the same degree and other groups?
- More recognition of adjunct faculty

EVALUATION
- Division chairs should consistently evaluate teaching. They should be trained in this process.
- Bottom up evaluation of administration as a motivating device—since it seems to work for faculty and customer service evaluations are used for some staff
- Online or paper student evaluations at midterm in addition to end of semester
- Non-faculty evals should be completed or totally abandoned. Hold people responsible for doing them.
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TABLE 4

Professional Development
- Resume ITS training sessions on various software programs—e.g. Access, Photoshop, PageMaker
- Improve communications concerning installation of software programs—e.g. let lab know that program “A” will be replaced by program “B”.
- Have VP of Instruction hold bi-monthly meetings for Instructional Services staff/faculty on what’s going on.
- Provide enough funds to allow individuals to attend conferences and other professional development opportunities.
- $ Increase professional development money.
- College should conduct more training for employees in soft skills.
- Publicize instructional objectives in several mediums

Communication
- Include on evaluation sheet institutional objectives
- Remove higher administrators from being final decision-makers in faculty hires.
- Improve internal organizational communication
- Admin. Communicate with employees before Pantagraph does: ex. China Campus, Athletics
- Survey employees about new HCC initiatives prior to implementation.
- Improve communication with library to coordinate dealing with student concerns and coping with different patrons.

Employee Job Satisfaction
- Mentors for new hires
- After one month of employment, survey new employees about new employee orientation effectiveness
- Survey employees’ job satisfaction.
- Provide annual opportunity for faculty to evaluate performance of chairs and deans
- Zero Friday classes so we have time for meetings.
- President’s day off
- Comp. day for public service—e.g. being an election judge
- Four-day weeks to reduce utility bills.
- Division appreciation awards
- Monetary awards/recognition instead of plaques
- Shut down winter and spring breaks for non-faculty staff
- Bring to campus higher ed. expert speakers every other year.
➢ Provide a variety of opportunities to let individuals know they are appreciated for their efforts and results. These do not have to be monetary.
➢ Provide impetus for like job titles to meet with others from different institutions. Math faculty summit or Directors summit.

**Hiring**

➢ Improving communications with security so we understand what they can and cannot do and what happens when an incident report is filed.
➢ Hiring interview questions tied to HCC mission, vision and philosophy
➢ Add a more informal phase to the interview process where search teams can become more familiar with candidate
➢ Include mission statement on any advertisement for college positions.
➢ Develop the Culture to promote from within before hiring outside employees.
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TABLE 5

MORALE
- Extent: administer an inventory related to job satisfaction or personality, i.e. colors inventory
- Re-evaluate teaching loads and adjust accordingly
- Job satisfaction and morale doesn’t seem important to supervisors
- Opportunity for faculty to share successes (retreat or sessions)
- Trust people not eat. Dry markers
- Encourage cross forum meetings on institutional issues
- Offer annual or biannual retreats to address morale/overwork issues—rejuvenation retreat
- Get forum feedback about group motivators and needs
- Employee networking
- More all college activities
- More ice cream social/pop corn social

INFORMATION DISTRIBUTION
- Develop plan to eliminate or reduce the “separateness” of the faculty from professional from support staff
- Dissemination of information sucks
- Employee newsletter

PERFORMANCE EVALUATION
- Performance measuring tools and communicate
- Make sure that employee evaluation tools are evaluated—make sure tools/rubrics reflect institutional objectives—evaluate strengths/weaknesses based on objectives—create goals for next evaluation based on objectives.

PROFESSIONAL DEVELOPMENT
- Training and development support of faculty attending conferences without worrying about the money issue.
- Offer professional development $ to adjuncts
- Encourage attendance at community education training sessions
- Outside resources (ex: best practices)
- Consistently train new faculty or new adjunct hires in services available to them and students ASC/IDC
- Develop an incentive program for faculty
- Establish a fair, equitable training/development (professional) program that is campus wide.
- Provide encouragement to complete prof. development (cost is #1 detriment now)
➢ Encourage professional development at all levels of employment
➢ Survey employees on training they would like to receive to do job better.

**MISSION**
➢ Have college mission, vision and philosophy known in any forums on campus
➢ Mission driven decisions at all levels
➢ Align performance feedback with institutional objectives

**MENTORING**
➢ New employee mentoring
➢ Mentor new staff
➢ Mentoring of new faculty
➢ Mentor staff
Category 4 Valuing People

Table 6

Retention
- Retention of employees
- Survey to assess how HCC can show they value people
- Positive and supportive work environment should make better employees
- Value creativity and new approaches to ideas

Evaluations/Rewards/Incentives
- 360 degree performance assessment for chairs, deans, etc.
- Establish performance assessment timetable to coordinate with annual institutional goals and objectives dissemination
- Provide reward incentives for achieving certain levels of performance for all groups of employees

Training/Development
- Set up process for individual multi-year, employee development plans
- Survey participants first before training times are offered
- Develop mentoring program

Recognition
- Art gallery for faculty/staff/student work
- Public acknowledgement of internal successes—individual, area, division, etc.

Community Building
- Adjunct/F-T relationship building
- Faculty discussion within areas for common goals
- Have more opportunities to interact with others outside our division
- Increased collaboration across employee groups and departments

Selection
- Create uniform process for hiring both full-time and adjunct faculty/staff