For 2006-07, 69% of support staff completed, 100 percent of full-time and part-time II faculty completed, and 100 percent of non-represented employees completed their improvement processes (Figure 4-9).

Another example of results of our processes occurred in spring 2007 during the current round of collective bargaining with our faculty and support staff unions. The administration and unions agreed to form seven Joint Issues Teams (JITs) to address job reclassifications, insurance, retraining, and counselor improvement system, part-time I instructor improvement system, teacher improvement system, and intellectual property. These teams were given priority to study the issues and submit findings to the negotiation teams. This process enabled greater collaboration, enhanced research on issues, and facilitated joint recommendations.

The number of grievances, harassment claims and the percent of staff turnover is now being monitored as part of the college’s participation in the National Community College Benchmarking program. Comparative results will be available late in 2007.

**4R3 Productivity and effectiveness**

WCTC collects direct measures of individual employee productivity and effectiveness through goal achievement in TIS, SSPDI, CIS, and NDIS. In addition, key processes are monitored annually by each department (Figure 6-3). Indirect measures are also examined and include graduate success rates, graduate and student satisfaction, employer satisfaction with graduates, business and industry satisfaction with training, external program accreditation, articulation agreements, balanced budgets, and continuous successful audits of our finances.

**4R4 Comparison to other organizations**

One indicator of how WCTC’s results compare with other WTCS colleges and higher education institutions is shown in Figure 4-10 from the PACE survey which compares WCTC with the NILIE PACE national norm.

Although WCTC’s results are slightly below the PACE norm and other WTCS colleges, WCTC’s ratings did improve, and the ratings for the Student Focus were higher than the norm and other technical colleges. This does reflect that WCTC employees believe in the work WCTC does for students.

WCTC also benchmarks its benefit and compensation packages through surveys, such as the WTCS Faculty and Administrative Salary and Benefit Surveys, the College and University Personnel Association survey, and others. The results indicate that WCTC maintains competitive compensation and benefits.

**Improvement**

**4I1 Improve processes for valuing people**

WCTC improves its processes and systems for valuing people by forming quality and Joint Issues teams, implementing program improvement/success plans from quality reviews, conducting appreciative inquiry interviews, and soliciting
feedback through surveys or focus group sessions. WCTC strives to nurture a culture where staff are vocal and freely share their concerns and suggestions for improvement.

In August 2007, WCTC held an all-staff College Day where over 500 staff members worked at tables to discuss and prioritize personal and professional values as the first step in strategic planning (8P1).

4I2 How targets are set for improvement
Specific targets for improvement of valuing people are generally determined through the strategic planning and operational planning processes, and recently through our AQIP accreditation process. For example, two of the top areas of concern from the PACE and Constellation surveys—communication and decision-making—were identified as critical issues for two of our AQIP Action Project teams to address. The results of these teams will include assessing baseline performance and setting and monitoring specific targets for improvement. WCTC is also communicating the progress of these teams on a regular basis at Faculty In-service days, Management Forums, District Board Meetings, and special forums for staff.

In addition, the recommendations of the JITs have resulted in improvements in negotiations and related processes, with labor contracts being settled earlier than in the past.

The HRS department, through the Appreciative Inquiry (AI) interview process, has identified target areas for improvement including: enhancing customer service, being more proactive in communicating information on benefits and other employee issues, providing succession planning, and documenting and communicating policies, procedures, guidelines, and developing an orientation process for those promoted to management positions from within the College.

Using the various employee performance processes, individual employees, working with their supervisors, are expected to set goals for personal and professional improvement and to self-assess their progress and performance annually.