Wellness programming is directed by a full-time Wellness Coordinator who plans and organizes efforts with a cross-functional Wellness Committee. Some of the activities include educational workshops, free blood pressure checks, free access to the fitness center, and an onsite Weight Watchers program. WCTC also provides an Employee Assistance Program for employees and family members, a support group for employees with aging parents, and an onsite nursing clinic that is run through a partnership with Oconomowoc Memorial Hospital (Figure 9-1).

4P10 Measures of valuing people
In addition to the climate surveys, other measures of valuing people that WCTC regularly collects and analyzes include employment statistics (vacancies, hires, etc.), certification statistics, turnover rates, performance improvement system completion rates, number of promotions, safety statistics, various training completion rates, satisfaction with training activities, professional development funds used, compensation and benefit comparisons, and number of offerings and participation in wellness activities.

Results
4R1 Results in valuing people
The results from the PACE survey conducted in 1999 (Figure 4-3) indicated some progress in areas of valuing people and generally reflected a “healthy campus climate” or “mid-range consultative system” (Personal Assessment of the College Environment Report, December 1999). Non-represented staff’s perceptions were more positive than faculty and support staff. This was also true of the results of the Constellation Survey conducted in 2004. The top areas of strengths and concerns related to employees’ work are listed in Figure 4-4.

Results in valuing people
The number of employees who have been promoted over the past five years is indicative of the increasing value WCTC places on the wealth
of internal knowledge of its employees (Figure 4-5). Even during the past few years of presidential change and transition, the College has worked hard to retain and promote its staff when possible.

**Figure 4-5 Employee Promotions**

![Employee Promotions Chart]

A formal Wellness Program was instituted in 2006-07 with the following results:

**Figure 4-6 2006-07 Wellness Activities**

<table>
<thead>
<tr>
<th>Program Type</th>
<th># Offered</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational</td>
<td>10</td>
<td>319</td>
</tr>
<tr>
<td>Make It Count</td>
<td>10</td>
<td>696</td>
</tr>
<tr>
<td>Awareness</td>
<td>4</td>
<td>122</td>
</tr>
<tr>
<td>Screenings</td>
<td>2</td>
<td>164</td>
</tr>
</tbody>
</table>

*Promotions from Part-time I Instructor to Full-time or Part-time II

**4R2 Results in processes**

Data relative to Accident Reports are used to identify problem areas and corrective action is taken to reduce future incidents. Our Workers Compensation modification rate currently is at 0.64, and has been below 1.0 since 2003. Districts Mutual Insurance (DMI) compares the modification rates between the 16 WTCS districts. DMI also looks at trends, such as frequency and severity of claims, the number, type as well as the cost for those claims. A listing of colleges with the highest dollar amount incurred is review quarterly by the members of the risk management teams. To date, WCTC has not had any high cost claims (Figure 4-8).

**Figure 4-7 Employee Turnover**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>7.6%</td>
</tr>
<tr>
<td>2004-05</td>
<td>6.7%</td>
</tr>
<tr>
<td>2003-04</td>
<td>5.8%</td>
</tr>
<tr>
<td>2002-03</td>
<td>5.9%</td>
</tr>
<tr>
<td>2001-02</td>
<td>8.6%</td>
</tr>
</tbody>
</table>

The College generally has low turnover rates—less than 10 percent over the past five years. Generally a third or more of turnovers are due to retirements. WCTC also has a long-term staff, with the average years of service of full time employees at 13 years. This is one indicator of the retention of employees (Figure 4-7).

Our employee performance improvement process (TIS, SSPDI, and NDIS) completion rates have improved over the past five years.

**Figure 4-8 WTCS Experience Modification Rates**

![Modification Rates Chart]
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