Figure 5-4 Key Elements of Succession Planning

Key Elements of Workforce/Succession Planning

What key functions need to be performed in order to accomplish the direction set out in the College’s strategic plan?

- Takes risks; is willing to make a mistake and learn from it
- Demonstrates integrity
- Strives for excellence
- Values open, honest communication

One of WCTC’s strategic goals is to develop and implement a dynamic human resource plan that ensures a diverse and highly qualified workforce. To this end, the Human Resources department has developed a Workforce (Succession) Planning process (www.wctc.edu/web/general/sys_port/workforce_planning_guide.pdf) to address the challenges of maintaining necessary staff levels (Figure 5-4).

5P9 Measuring leading and communicating

Measures of leading and communicating that are collected and analyzed regularly include:

- Participation in various leadership programs
- Leadership and community involvement awards and accomplishments
- 2004-05 Constellation Survey results
- 1996, 1999, and 2004 PACE question results
- Appreciative interview results from action projects teams on decision-making and communication improvements
- On-going staff feedback/listening sessions as part of Systems Portfolio development process

Results

5R1 Results for leading and communicating

Staff participation in various leadership programs and activities have impacted professional growth in all job categories. Figure 4-5 shows the positive movement in internal promotions at WCTC over the past five years.

Consistent concern exists within the college community on five areas related to employees’ work (see 4R1). Similar concerns were expressed in the form of Provocative Proposals during college-wide Conversation Day, part of the AQIP Vital Focus process. As a result, two action project teams were formed to address topics of Participative Data-Driven Decision Making and Improving Internal Communications (further described in 5I2). As part of project evaluation, customized survey instruments will be administered to measure the impact of each AQIP action team project.

Results from the AQIP facilitators’ result report for WCTC’s Constellation Survey (2004) outlines four AQIP principles that have great opportunities for improvement: Leadership, Involvement, Collaboration, and Foresight. Since that time, a new college president has been hired, WCTC is working hard at improving involvement and collaboration, and planning processes are being
addressed. In addition, a climate survey will be administered to all staff in spring 2008 to assess change in areas needing improvement.

5R2 Comparing results
The Constellation Survey results identify areas of WCTC’s relative strengths and opportunities; however, comparative results to other AQIP colleges were not provided. This would be useful for benchmarking across institutions. The college has historical PACE climate survey results which compared ratings made by classified, faculty and management staff to those of other Wisconsin and nation-wide community and technical colleges; however, the last administration of this survey was in 1999.

It is recognized that most organizations are challenged with establishing and maintaining open communication systems that satisfy staff information needs.

Improvement
5I1 Improving leading and communicating processes
Current processes for leading and communicating are related to both personal and organizational improvements. Personal improvement systems are well-defined (4P6) and depend on feedback from a wide cross-section of stakeholders.

WCTC has a 20-year history of using quality principles to affect organizational leadership practices. A commitment to using the Plan/Do/Study/Act model (2I1) allows for continuous review of current leadership processes and systems. Examples of teams that have been used to improve leadership processes include:
- Leadership Identification – Mentoring Experience Team
- Four Presidents Team (college, union, and board presidents meet to improve communication)

Currently, the AQIP action project team focusing on two-way communication is in the process of developing specific improvement targets.

5I2 Setting improvement targets
The targets are to improve performance each time college climate surveys are administered. The goal is ultimately to exceed comparative means. WCTC employees, at all levels, are well aware that there is a long history of labor relations issues and one of the College’s priorities is to improve in this area. The staff is proud of the fact, though, that throughout the labor strife historically experienced, service to students and emphasis on being student-learning centered has never faltered. In fact, an excerpt from the AQIP facilitators’ summary report for WCTC’s Constellation and Conversation Day reads: “… it is evident to the facilitators that WCTC’s greatest strengths are in two key process areas:

Supporting Institutional Operations
- Technology is up-to-date and well-supported.
- Appropriate maintenance ensures both facilities and equipment can be used effectively.

Helping Students Learn
- WCTC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.
- WCTC regularly evaluates the effectiveness and relevance of its courses and programs.
- WCTC intentionally promotes excellence in teaching.
- Students have convenient access to the information and resources necessary to support their learning.
- WCTC ensures that students have easy access to the people and services they require to be successful.

In terms of the AQIP Principles of High Performance, WCTC’s greatest strengths are People, Integrity and Learning” (HLC/AQIP Summary Report 3/2005).

As a result of WCTC’s AQIP participation and Vital Focus process, it was determined that improving internal communication is a top priority. A team of individuals representing both labor unions, college administration, and other college functional areas is currently collaborating to design more open, two-way communication strategies to provide access to information to all stakeholders, at every level. The team is focusing on:
- Communication via technology
- Face-to-face communication
- Involvement.

Historically, climate survey results have been shared and discussed with all staff and the District Board. Improvement plans have been developed at the college, division, and department levels. On Conversation Day, the Constellation Survey results were reviewed and discussed. Provocative Proposals for college-wide improvement were developed that day and later prioritized by staff for implementation.