

ORGANIZATIONAL HEALTH

Strengthen our organizational culture, our systems, and our stewardship of resources to better empower employees to fulfill our central mission: serving the community with high-quality education and training.

Strategic Indicators Winter 2023 Update

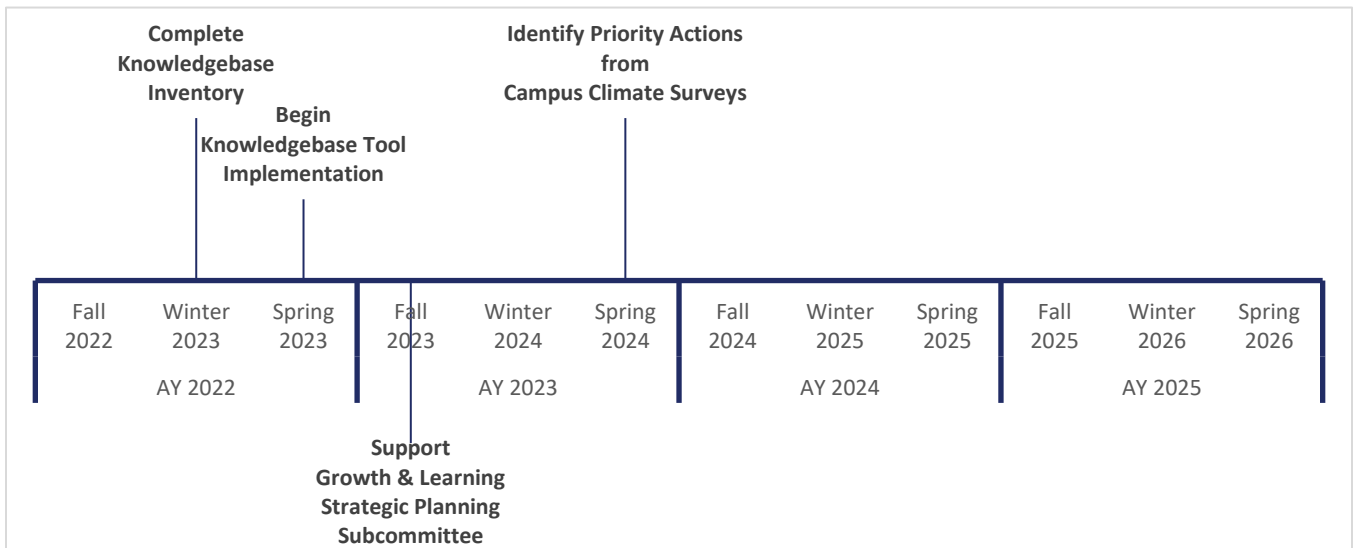
Develop and implement a multi-year cycle for review of and revision to major processes.



The Organizational Health team completed a survey of Leadership Cabinet during winter 2023 term, and synthesized the results, to identify major themes. Team members will be comparing these themes to the action item #1 within the team’s action plan before the end of winter 2023 term, so the team can develop a best gauge of what qualifies as a major process.

The College has organized three review/revision efforts related to major processes, in keeping with this element of the strategic plan. Some of these efforts were launched/organized outside the auspices of the Organizational Health implementation team but are named here to honor the investment that the College and employees have made in process improvement. These include budget development process redesign (summer 2022), CQI-for-CQI (assessment and planning redesign) (fall 2022 and ongoing), shared governance redesign (summer 2020 to present).

Create a foundation for training, transfer of knowledge, and a knowledge base for operational documentation.



This knowledge base is the foundation for creating robust employee onboarding, training and transfer of knowledge processes. Investigation/research will be conducted to determine whether existing resource locations can be leveraged/improved or whether other tools would be more efficient.

In spring 2023 term, the Organizational Health team will conduct a targeted employee survey, intended to help the team identify some key values and concepts to reference when building a knowledge base. Questions will explore things that employees wish they knew when they started, what people use as go-to strategies are for finding and using process

documentation, and other related topics. The survey will account for a diverse sample of CCC employees, including new hires, and longer-tenured employees of the College.

The Organizational Health team will also mine the final versions of the Year Six and Seven reports to find meaningful links and process description for the future knowledge base. Organizational Health co-chairs and sponsors will also be meeting with the leaders of various handbook creation efforts in early spring term, to reduce the potential for duplication of effort, as these handbooks and knowledge base are created.

The timeline above will be refined during spring term.

Campus climate survey results indicate positive progress regarding key measures.



Organizational Health is participating in the Strategic Plan research team (partnering with Diversity, Equity & Inclusion and Institutional Research) to develop a comprehensive climate survey for students and employees. This survey will be deployed in Spring 2024. The research team will be asking the College community to engage in activities that will help design the climate survey over the course of AY22-23 and AY23-24.


On Track


**Progress Made,
Assistance Needed**


At Risk