MORAINE PARK
TECHNICAL COLLEGE

Employee Engagement and Talent Management Plan 2016-2021

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An Equal Opportunity College

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* Please note: In Sections, III, IV and V, current year action steps are highlighted in yellow.

Section I
Why Employee Engagement?

Kevin Kruse, author of Employee Engagement 2.0[1], defines employee engagement as "… the emotional commitment an employee has to the organization and its goals, resulting in the use of discretionary effort." Higher employee engagement has been proven to positively affect productivity, customer service and retention because employees are using that discretionary effort in ways that affect these highly important factors. According to Talentkeepers 11th Annual Report on Employee Engagement and Retention Trends[2], poor engagement negatively impacts morale and culture, productivity, team performance, stress and service quality. All of these factors are tied to MPTC's vision, mission and strategic priorities. These are directly correlated with our 2016-17 objectives for building a supportive culture to make us an employer of choice: Enhance an environment that fosters greater collaboration, employee satisfaction and engagement and develop effective strategies, opportunities and resources to engage employees. This plan includes strategies and resources that all employees can leverage to increase their own College engagement or the engagement level of those they supervise.

[1] Kruse, Kevin (2012). *Employee Engagement 2.0.* Richboro, PA: The Kruse Group.
[2] Drivas, Brian, Pita, Matthew, Taylor, Craig R. (2015). Workplace America Employee Engagement and Retention Trends. TalentKeepers, Inc.

THE BENEFIT OF EMPLOYEE ENGAGEMENT

"Companies with engaged employees outperform those without by up to

202%"

– Dale Carnegie

Innovation 2020
Strategic Plan
2016-17 Strategic Priorities

Strategic Priorities

<u>Build a supportive culture to make us an employer of choice</u>—the capacity of the college to implement Innovation 2020 will depend on highly skilled, committed and engaged instructors and staff. As an increasingly greater number of the college workforce retires, we will need to be able to recruit and retain top talent. In order to develop and maintain a positive culture and climate, effective leadership at all levels will be required.

    • Objective: Enhance an environment that fosters greater collaboration, employee satisfaction and engagement.
    • Objective: Develop effective strategies, opportunities, and resources to engage employees.

<u>Improve student success through innovative programming, delivery, and services</u>— to remain competitive and meet the rapidly changing needs of our diverse student population and employers, the college will need to adopt new methods, create new offerings, and offer new approaches to learning.

    • Objective: Capitalize and advance technologies and our environment to enhance teaching, learning and services.
    • Objective: Identify areas of occupational demand using the program development process to create or redesign cost-effective programming.
    • Objective: Enhance and promote services to support student development and diversity.

<u>Strengthen our K-16 and community connections</u>— the College prepares students not only for careers, but for the next level of higher education. This requires coordinated planning and communication with school districts and communities and expanded relationships with four-year colleges and universities to enable our students to seamlessly continue their educations.

    • Objective: Be the solution for the workforce shortage and skills gap.
    • Objective: Initiate and cultivate K-16, business and community partnerships.
    • Objective: Promote employee and student engagement within our communities.

<u>Advance the efficient and effective use of technology</u>—the college must have contemporary technology and labs and reliable, compatible and intuitive information technology systems to support learning, student services, and college processes.

    • Objective: Assess the impact of college technology and related processes for effectiveness and efficiency.
    • Objective: Identify and address areas of greatest need for technology improvements and training across the College.
    • Objective: Strengthen existing technologies or integrate new technology to improve student access and support.

Engagement Direction

In September, 2015, President's Cabinet provided engagement direction and key parameters. The Engagement Plan should:
- Align with the College's Strategic Plan
- Positively impact metrics related to the College culture, including HLC action projects, PACE, the Engagement Survey, attrition rates
- Include metrics for measurement of success
- Utilize appropriate resources and allocate reasonable resources as necessary
- Be comprised of short- and long-term actions
- Encompass a broad reach of employees
- Leverage cross-functional teams and the work these teams are doing
- Recognize supervisors as an integral part of increasing employee engagement
- Be inclusive
- Recognize how other College Initiatives and projects are tied to the Engagement Plan
- Include regular communication regarding progress on the Engagement Plan to the College.

Engagement Feedback Collection Process

In 2015, MPTC provided employees the opportunity to provide feedback on what makes them feel engaged in the work environment. The following process was used to seek this input.

Activity:
- Participants were in table groups; ideal group size was five (5) people.
- Participants discussed the following questions for approximately 15-20 minutes:
  o Think about a time in your workplace (past or present) when you felt really engaged because of your workplace environment/surroundings.
  o Outline the essential component(s) that created the engaging workplace environment/surroundings.
  o Focus on how you became more engaged as an individual, a team and/or a College (company).
- Groups wrote the key/essential components an index card.
- These key/essential components were shared with the larger group (approximately 20 minutes).
- The index cards were turned in to the facilitators at the end of the activity.
- The information on the index cards were entered as engagement feedback items and placed into categorizes.

Purpose of the activity:
- One of the strategic priorities is to build employee engagement and satisfaction.
- We need to stay focused on what creates engagement and what is going right, rather than to try to "fix disengagement".
- We want input from all groups of employees.
- Our goal is to create an engaging environment, as defined by our employees.
- Sessions were completed with all categories of employees and at all campuses for maximum participation.
- The data shared was categorized and reviewed by College Council to determine priorities. This Engagement Plan is a direct result of the feedback categories identified from employee feedback.

Results of activity:
- 350 (of approximately 420) employees participated in a feedback session.
- 1046 total feedback entries were submitted
- 24 feedback categories were identified
    - The feedback categories identified from all employees were as follows:

Collaboration/relationships/team	127
Communication/clarity	113
Talent management and organizational development	82
Reward/recognition/appreciation	78
Mission/vision/sense of purpose	57
Input/listen	56
Leadership	55
Workplace flexibility	55
Fun/staff events	46
Risk/innovation/open thinking	42
Involvement – college and community/contribution	41
Resource and workload	41
Compensation and benefits	39
Empowerment	30
Other	30
Trust and integrity	29
Accountability/responsibility	27
Respect	23
Policy/procedure/process	16
Working conditions	14
Inclusion/equity	13
Outlook/attitude	12
Challenge	10
Pride	10

Section II
Overview of PACE and Engagement Surveys

PACE Survey
Moraine Park Technical College administers the Personal Assessment of the College Environment (PACE) survey every three years. The PACE survey was last administered in October, 2015.

The purpose of the survey was to obtain the perceptions of employees concerning the college climate and to provide data to assist MPTC in promoting more open and constructive communication among faculty, staff, and administrators. Researchers at the National Initiative for Leadership and Institutional Effectiveness (NILIE) and representatives of MPTC collaborate to administer a survey that captures the opinions of employees throughout the college. In the PACE model, the leadership of an institution motivates the Institutional Structure, Supervisory Relationships, Teamwork, and Student Focus climate factors toward an outcome of student success and institutional effectiveness.

Engagement Survey
Moraine Park Technical College administers an Employee Engagement Survey annually in March. The first annual engagement survey was administered in March, 2016.

MPTC utilizes TalentWatch by TalentKeepers to administer the engagement survey. TalentWatch is a research-based employee engagement system that includes an engagement survey, detailed analysis, comprehensive reporting, an executive dashboard and online action planning. The survey measures Leader, Organization, Job and Co-Worker factors that promote employee engagement and boost retention.

THE BENEFIT OF EFFECTIVE COMMUNICATION

TWEET, TWEET, TWEET, TWEET, TWEET!

???
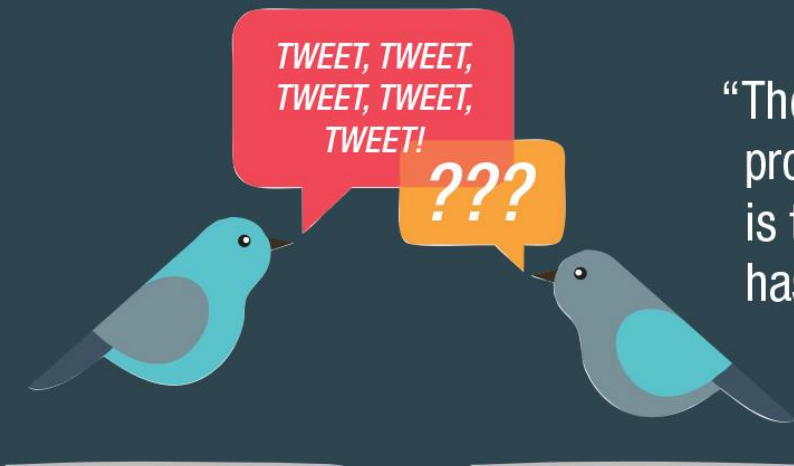
"The single biggest problem in communication is the illusion that it has taken place."

– George Bernard Shaw

Section III
Employee Engagement Priorities:
Collaboration/Relationships/Teams

Priority 1: Increase the effectiveness of teams and employee participation and input.

Objective 1: Increase opportunities for employee involvement on College teams.

Action Steps:	Persons Responsible for Implementation	Timetable
Revise, communicate and implement standards regarding employee participation on teams (i.e. number of teams, team representation, team meeting days, etc.)	Director of Talent Management, Director of Organizational Development, team leaders	2016-18
Develop, communicate and implement a standardized process for soliciting new team members	Director of Talent Management, Director of Organizational Development, team leaders	2016-18

Objective 2: Increase number of trained College facilitators to assist teams.

Action Steps:	Persons Responsible for	Timetable
Identify College employees for facilitator roles	Director of Talent Management, Director of Organizational Development,	2016-18
Develop facilitator training plan, including long term sustainability	Director of Talent Management	2016-18
Provide training for facilitators	Director of Talent Management, Director of Organizational Development	2017-18

Objective 3: Create and utilize team standards to enhance effectiveness and efficiency of teams.

Action Steps:	Persons Responsible for	Timetable
Revise Framework for Teams practices and guidelines. Provide timely intervention to team leaders and teams in order to use College Framework For Teams practices and guidelines: - Membership purpose and guidelines - Posting agendas and minutes - Assigning facilitators to project teams - Ground rules - Sharing meeting management strategies: presenting agenda topics, timekeeping, team participation, etc. - Number of times to meet per year; number of times meeting face-to face	Director of Talent Management, Director of Organizational Development	2016-18
Communicate and implement practices and guidelines	Director of Talent Management, Director of Organizational Development, team leaders and supervisors	2016-18
Provide timely intervention to team leaders and teams in order to use College Framework For Teams practices and guidelines	Director of Talent Management, Director of Organizational Development, team leaders and supervisors	2018 and ongoing

Collaboration/Relationships/Teams Priority 1 method of evaluation:
1. Number of employees on teams
2. Number of team leader/team interventions and outcome

Priority 2: Increase collaboration college-wide.

Objective 1: Increase knowledge and awareness of decisions throughout the College.

Action Steps:	Persons Responsible for	Timetable
Update operating guidelines for decision making and communication of decisions.	Director of Talent Management, team leaders	2017-18

Objective 2: Increase collaboration among Units of the College.

Action Steps:	Persons Responsible for	Timetable
Use Focus groups and structured interviews to provide input for major College-wide changes or projects (include in decision making operating guidelines outlined in Priority 2, Objective 1 above)	Project team leaders, supervisors	Beginning 2017-18
Host an Innovation Day for employees to participate in or do something that they have wanted to do but haven't had the time. The activity should tie to professional development and be collaborative when possible.	Director of Organizational Development, Director of Talent Management	2017-18
Schedule collaboration workshops during professional development days for employees across units to collaborate on major initiatives - Create a sustainable format to continue collaboration workshops and discussions among employees	Director of Organizational Development, Director of Talent Management	2018-19

Objective 3: Increase collaboration within Units and departments.

Action Steps:	Persons Responsible for	Timetable
Create a list of potential activities to help foster positive relationships for use by Unit leaders	Director of Talent Management, Director of Organizational Development	2016-18
Incorporate an annual activity for each Unit to foster positive relationships (problem-solve challenges, create common vision, establish team norms, etc.)	Unit leader, with assistance from Director of Talent Management and Director of Organizational Development as needed	2017-18 and ongoing
When establishing goals for a design project, consider "collaboration" as a factor in how teams are physically setup/located (7 year facilities plan)	Supervisors, Facilities staff	2016-17 and beyond

Objective 4: Address conflict collaboratively.

Action Steps:	Persons Responsible for	Timetable
Research solutions for addressing conflict collaboratively (i.e. crucial conversation, learning conversations, etc.)	Director of Talent Management	2017-18
Approval, communication and implementation of solution	Director of Talent Management, Organizational Development, work teams	2018-2020

Collaboration/Relationships/Teams Priority 2 method of evaluation:
1. Number of annual activities developed to foster positive relationships
2. Number of team environments that are reviewed and revised
3. Measurement from Engagement and PACE surveys
   Engagement survey question: I receive the support I need to be able to succeed from most of my co-workers.
   PACE survey question:
   The extent to which there is a spirit of cooperation within my work team.

THE VALUE OF COLLABORATION

"When CEOs were asked what factors they focused on to draw the best out of employees,

63%

said fostering a collaborative environment.

When asked what traits they most valued,

75%

cited being collaborative most often."

– IBM study

Employee Engagement Priorities:
Communication/Clarity

Priority 1: Increase effectiveness of communication within the College.

Objective 1: Increase effectiveness of team communication. Increase knowledge and recognition of team actions/work/progress.

Action Steps:	Persons Responsible for Implementation	Timetable
Develop a process for how information/work is communicated and to whom Include frequency of updates Include type of information to be communicated and work outcomes	Director of Talent Management, Director of Organizational Development	2017-18 Development
Communicate and implement the process	Director of Talent Management, Director of Organizational Development	2018-19 Implementation

Communication/Clarity priority 1 method of evaluation:
1. Process was developed and communicated
2. Measurement from Engagement and PACE surveys
   Engagement survey questions: Most of my co-workers communicate effectively with me; Senior management in my organization is open, honest and transparent in communication.
   PACE survey question: The extent to which information is shared within this institution.

Priority 2: Increase employee participation in communication efforts and sustainability.

Objective 1: Increase awareness of employee and department contributions.

Action Steps:	Persons Responsible for Implementation	Timetable
Develop a high level list of accountable areas for each department/employee; Determine sustainable method for updating	Unit leaders, coordinated by Human Resources	2016-18

Objective 2: Provide employee communication flexibility and options.

Action Steps:	Persons Responsible for Implementation	Timetable
Review the portal for best options to increase electronic communication college-wide	Information Technology, web technology cross functional team , portal playground team,Director of Talent Management	2018-19 – research; 2019-2021 - develop and implement

Objective 3: Increase employee participation in communication efforts.

Action Steps:	Persons Responsible for Implementation	Timetable
Employees develop list of College Update topics – develop and implement submission process	Director of Talent Management, Executive Assistant –President's Office	2016-17 Develop Focus groups to determine topics 2017-18 Develop and implement submission process
Propose an Engagement (to include TM) cross functional team to assist with the plan development, assessment, and continuous improvement efforts into the future.	Director of Talent Management	2017-18

Objective 4: Increase college-wide knowledge of and recognition for accomplishments.

Action Steps:	Persons Responsible for Implementation	Timetable
Quarterly notice of work tied to strategic plan (similar to major accomplishments, but more frequently) Tie recognition to this – collaborate with recognition CFT	Director of Talent Management, work team leaders, Employee Recognition Cross Functional Team	2018-19

Communication/Clarity priority 2 method of evaluation:
1. Accountable areas list developed and communicated
2. College Update topics submission processed is developed and being used
   a. Number of topics submitted
3. Development, approval and start-up of the cross functional team
4. Measurement from PACE survey: The extent to which I receive adequate information regarding important activities at this institution.

Priority 3: Increase effectiveness of interpersonal communication.

Objective 1: Provide opportunities for employees to individually enhance interpersonal communication.

Action Steps:	Persons Responsible for Implementation	Timetable
Research, develop and implement training regarding positive and constructive feedback	Director of Talent Management, Director of Human Resources, Director of Organizational Development, external resources	2017-2018 – for managers

Communication/Clarity priority 3 method of evaluation:
1. Number of employees trained
2. Feedback from the training sessions
3. Measurement from Engagement and PACE surveys
   Engagement survey: The feedback my leader provides me helps me improve my performance.
   PACE survey: The extent to which open and ethical communication is practiced at this institution.

Section IV
Talent Management Priorities

In October, 2015, President's Cabinet prioritized College-wide talent management needs and set the strategic direction for talent management in the next five years. The top four priorities (in priority order) that we will focus on in this plan include:

Culture/Cultural Expectations
Lead with integrity – sincere needs of staff first
Define leadership
Provide leadership training based on definition
Leadership development and supervisor training related to TM
Need to hold managers accountable (one another and supervisor)
Change to a culture of advocacy for one another
Engage one another
Implement team structure – do what is outlined; help team leaders with this
Accountability and collaboration

Leadership/Career Path
Succession Planning – pathing at more levels than top bands
Natural career pathways for departments where it makes sense
Change leadership development to include opportunity for non-supervisors to gain supervisory experience
Succession Planning and building career paths
Emerging leaders/high potentials program; heavy application process, commitment to college, purpose is investment in high potentials
Defining high performers; learning and growth opportunities
Purposeful process for supervisors to help create destinations for employees related to our mission and vision
Adjunct faculty career pathing and leadership
Take care of difference makers – succession planning; cross training; offer growth opportunities; expand their experience

Talent Management and Plan
Talent acquisition and growth
Purposeful, thoughtful plan about how we develop people
Recruitment – strategic, specific, innovative
Retention – Comprehensive strategies
Workforce planning – identify themes that emerge through our work and identify key competencies
Talent management model – have an organizational model; clear packaging and communication regarding the scope of talent management

Role Clarity
Provide opportunities for leaders to attend professional development that gives a broader view of College functions
Need all components/positions to be effective
Understand what it means to be a leader
Set standards and empower employees to meet these standards uniquely and creatively
Understanding and valuing how others work
Understanding of how employees and depts. work together; the functions of the college, the purpose
Clearly defining roles and having awareness of the functions/jobs around you
Communication – people knowing who to contact about what

Section V
Talent Management – Impact on Engagement

Priority 1: Define and implement leadership expectations.

Objective 1: Develop a definition and expectations for leadership.

Action Steps:	Persons Responsible for Implementation	Timetable
Work with President's Cabinet to outline their definition of leadership and associated expectations	Director of Talent Management, President's Cabinet	2016-18
Communicate the definition and expectations to Managers and Leaders	Director of Talent Management, President's Cabinet	2016-18

Objective 2: Develop leaders based on leadership definition and expectations.

Action Steps:	Persons Responsible for Implementation	Timetable
Incorporate definition and expectations into leadership training and programs	Director of Talent Management, Director of Human Resources, Director of Organizational Development	2017-19
Update performance evaluation, job descriptions and hiring process to reflect leadership expectations	Vice President – Human Resources, Director of Human Resources, Training Coordinator, Director of Talent Management	2017-19
Ensure manager accountability through timely, meaningful intervention and performance measurement tools	Supervisors, Unit leaders, Director of Talent Management, Director of Organizational Development	2017-19

Talent Management priority 1 method of evaluation:
1. Completion of definition and expectations
2. Communication to managers completed
3. Incorporation into training and programs completed

Priority 2: Create or enhance existing leadership succession and career pathing programs.

Objective 1: Update existing Succession Planning process.

Action Steps:	Persons Responsible for Implementation	Timetable
Review leadership succession planning.	Director of Talent Management, Unit leaders	2016-18
Update documents and process as needed	Director of Talent Management, Unit leaders	2017-18

Objective 2: Create key position competencies for positions.

Action Steps:	Persons Responsible for Implementation	Timetable
Work with at least one Unit to identify core position competencies for the positions within the Unit.	Director of Talent Management, Unit leader, team/department leaders	2016-18

Objective 3: Explore career pathways for at least one department.

Action Steps:	Persons Responsible for Implementation	Timetable
Review and develop career pathway options for at least one department Possibilities: Enrollment services, Facilities	Director of Talent Management, Organizational Development, team/department leader	2017-18

Objective 4: Create a process for retaining high potential employees and high performing employees.

Action Steps:	Persons Responsible for Implementation	Timetable
Create a process for assessing employees and identifying high potential employees and high performing employees.	Director of Talent Management, Director of Organizational Development	2016-17 (pilot)
Create a high potential academy (collaborative learning)	Director of Talent Management, Director of Organizational Development	2016-19
Create a high performers academy (collaborative learning)	Director of Talent Management, Director of Organizational Development	2016-19
Update existing LDS as needed	Director of Talent Management, Director of Organizational Development	2016-2020

Talent Management priority 2 method of evaluation:
1. Number of programs
2. Feedback from programs
3. Number of successful candidates in programs

Priority 3: Develop purposeful, thoughtful planning regarding talent management and retention.

Objective 1: Revise recruitment efforts to be more strategic, specific and innovative.

Action Steps:	Persons Responsible for Implementation	Timetable
Utilize iCIMS more effectively and efficiently - Explore recruitment and hiring enhancements in iCIMS - Implement at least one enhancement	Director of Human Resources, Employment Manager, HRIS Coordinator, HR Assistant, hiring supervisors, Information Technology	2016-17 2017-18
Develop a recruitment and hiring course for supervisors - Research and develop - Implement	Director of Human Resources, Employment Manager, HRIS Coordinator, HR Assistant	2016-17 2017-18
Review adjunct hiring process and implement efficient and customer friendly process improvements	Director of Human Resources, Employment Manager, HRIS Coordinator, HR Assistant, Academics	2016-17
Update interview questions and process	Director of Human Resources, Employment Manager, HRIS Coordinator, HR Assistant	2017-18

Objective 2: Develop process for forecasting workforce planning needs.

Action Steps:	Persons Responsible for Implementation	Timetable
Enhance turnover reporting	Director of Human Resources, Employment Manager, HRIS Coordinator, HR Assistant	2016-17
Update/enhance current reports related to forecasting workforce planning needs.	Director of Human Resources, Employment Manager, HRIS Coordinator, HR Assistant	2016-17

Objective 3: Increase employee retention through stay conversations.

Action Steps:	Persons Responsible for Implementation	Timetable
Develop and implement a stay conversation process and tracking mechanism	Director of Talent Management, Director of Human Resources, supervisors	2016-18

Talent Management priority 3 method of evaluation:
1. Number of stay conversations
2. Development of course (first phase); course feedback indicates enhanced knowledge of recruitment and hiring process.

Section VI
Communication and Continuous Improvement

One of our key parameters is regular communication regarding progress on the Plan to the College. We will communicate progress in the following ways:
- Update appropriate stakeholders (PC, College Community, District Board) in alignment with our Strategic Priorities.
- Provide regular portal announcements during development and implementation of the Engagement Plan.
- Provide updates to employees at College Updates.
- Share high level information at Convocation as appropriate.

Plan effectiveness will be measured using the metrics identified in each engagement priority. The Metrics will be reported on annually, in coordination with the engagement priority timelines outlined.

The engagement survey and institutional benchmarks will help us determine the effectiveness of our action steps. Data garnered from the engagement survey, as well as staff feedback, will help us determine next steps and future action steps.

THE IMPORTANCE OF COMMUNICATION

"Nothing gets in the way of accomplishment more than poor communication."

– Kevin Daum

Section VII

Overview of Other College Initiatives Related to Engagement

According to Kevin Kruse, employee engagement is defined as "… the emotional commitment the employee has to the organization and its goals." MPTC employees have strong commitment to our organization, our students and our goals. There are a variety of projects our employees create and implement that contribute to the overall engagement and satisfaction of their coworkers. Some of those projects and initiatives include:

Listed below are projects and programs that contribute to the overall engagement and satisfaction of MPTC employees. This section will be updated annually to reflect as many projects and programs that contribute to employee engagement as possible. Please send contributions you believe should be included to the Director of Talent Management.

Communication/Clarity
 Development of the College Council (created to increase communication)
Collaboration/Relationships/Teams
 Project team accomplishments (may fit into other categories as well)
 AQIP Action Projects (may fit into other categories as well)
Talent Management and Organization Development
 Cultivate U implementation (LMS and performance management)
 FQAS
Reward/Recognition/Appreciation
 Wolfpack Award
 Recognition channel
 Recognition days
Mission/Vision/Sense of Purpose
Input/Listen
 Engagement Survey
Leadership
Workplace Flexibility
 WFH/telecommuting
Fun/Staff Events
 Golf outing
Risk/Innovation/Open Thinking
Involvement
 College and Community/Contribution
Resource and Workload
Compensation and Benefits
 Compensation study, tuition reimbursement, Pink Pumpkin run
Empowerment
Other
Trust and Integrity
Accountability/Responsibility
Respect
Policy/Procedure/Process
 Value stream mapping
Working Conditions
Inclusion/Equality
 Diversity certificate
Outlook/Attitude
Challenge
Pride
 Foundation's Be Inspired! Video