

AQIP ACTION PROJECT PLAN

A: Title (10 or fewer words): Create and Implement Plan to Improve Communication and Decision Making Processes

B. Description (100 words or fewer)

Inver Hills is endeavoring to improve communication related to decision making processes, to implement processes by which employee input is recognized, and to implement processes where engagement in college initiatives is enhanced. We propose beginning this initiative by improving existing campus-wide internal communication and decision making processes and developing new effective means of communication between groups and departments.

C. Related AQIP Category

#4 Valuing People
#5 Leading and Communication

D. Rationale for Action (Describe reasons for taking on this Action Project now—why the project and its goals are high among IHCC's current priorities.)

The need to address effective communication was highlighted in

- Employee Climate Survey results that identified areas for improvement
- Conversations at governance and labor relations meetings where concerns were indicated
- Break out sessions at staff/faculty development sessions

E. Areas Affected (List the organizational areas—institutional departments, programs, divisions, or units—most affected by or involved in this Action Project)

While all campus employee constituents will be affected, Administration, Human Resources, Marketing, Staff and Faculty committees, and the AQIP Communication committee members will be key initiators and facilitators.

F. Processes Affected (Name and describe briefly the key organizational process(es) that this Action Project will change or improve.)

Communication
Decision-making
Personal interaction involving all constituencies
Staff/Faculty Development
Marketing
Internal and external service
Understanding and use of the organizational structure

G. Rationale for Timeline: In order to achieve the goals of this project it is estimated that a two year time frame is needed. Work on the project began in October of 2006; completion is projected for summer of 2008. The area of communication is a vast subject and in an organization of this size, there are tremendous challenges and opportunities to improve communication and decision making processes. The committee has narrowed the focus to improve understanding of how decisions are made on campus, how employees can become engaged in decision making processes, and lastly to emphasize the positives of why IHCC is a good place to work. *Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion. If this project will last more than one year, identify the goals we hope to reach at one or more interim phases. These interim goals or mileposts should be objective measures or indicators that “stretch” or challenge our capacities and thereby build and extend our skills in tackling and solving problems.)*

Milestone or Interim Goal	Quantitative and Qualitative Process Measures Please see the detailed grid for goals, action steps, timelines, who is responsible and indicators. <i>(Process measures tell us whether we are making progress toward accomplishing the project’s goals and serve as “leading indicators” or predictors of a successful project.)</i>
Planning— October 2006- Feb or March 2007	Identify current perceptions and areas of concern (focus groups, surveys, etc.) Identify existing communication processes and new ways to create effective communication. Discuss current best practices. Create a professional development plan for specific groups and campus-wide participation. Identify committees/individuals who can spearhead and champion actions. Identify current benchmarks and set first year targets. Identify other possible measures. Identify staff and faculty point persons.
Implement— March 2007- June 2007	Change existing processes to improve. Implement new strategies to improve communication/decision making Provide professional development opportunities.
Assess—May 2007-October 2007	Administer assessment (surveys and focus groups for example) Distribute IH is a good place to work survey April 07 Conduct focus group sessions on May 18 Professional Development Day Review processes for effectiveness. Analyze assessment and review data for results. Set second year targets.
May 2007— Celebrate	Incorporate findings from survey into Employee Recognition Ceremony and faculty PD day May 18, 2007
Improve— October 2007- May 2008	Implement strategies and new processes to improve communication and decision making.
Assess—May 2008	Administer assessment (Employee Climate Survey) Review processes for effectiveness. Analyze assessment and review data for results.

H. Monitoring the Project (*Describe how we will monitor how successfully our efforts on this Action Project are progressing. Explain how we will keep everyone focused on what we are working to achieve.*)

Milestone	Keeping Focus
	<ul style="list-style-type: none"> • Campus-wide meetings
	<ul style="list-style-type: none"> • Faculty and staff meetings
	<ul style="list-style-type: none"> • Professional days for faculty and staff
	<ul style="list-style-type: none"> • Annual AQIP Action Project reports

I. Outcome Measures (*Describe the overall “outcome” measures or indicators that will tell us whether this Action Project has been a success or failure in achieving its goals.*)

Processes related to decision making are established and referenced by employees
The gap between importance and satisfaction on the Employee Climate Survey related to communication and decision making items will be decreased by an average of fifty percent.
Information and marketing strategies to highlight IHCC as a good place to work are enhanced
Training/Professional Day Events <ul style="list-style-type: none"> • Attendance • Positive Evaluation

J. Other Information (*For example, publicity, sponsor or champion, external partners, etc.*)

Area	Explanation
Suggestions already Implemented	Held staff/faculty combined professional day October 18, 2006 Social and Informative gathering 5-6 times per year “Salon” Summary of Committee work presented at PD day Jan.16, 2007
Suggested name, slogan	W.A.V.E—We Are Valued Employees
Publicity	IHCC web site HR web site Email processes

K. Contact Person Information (*The name of the person who will be directly responsible for the work of doing this Action Project. Each Action Project should have a different contact person.*)

Name:	Lee Ann Joy
Title:	Dean of Allied Health Sciences 10/26/2007
Email:	ljoy@inverhills.edu

Phone:	651-450-8372
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