

Lorain County Community College
AQIP Action Project
Annual Update Feedback

Enhancing Culture Change Through Employee Engagement and Leadership

A. Describe the past year's accomplishments and the current status of this Action Project.

The 2006-07 marks a continuation of the improvement efforts of the LCCC Human Resources systems which began implementation during the preceding three years. LCCC's HR AQIP Design Team spent the majority of the 2006-07 focused on one major aspect of College operations which was the College's Screening Committee process. The HR AQIP Design Team is utilizing the principles of Six Sigma through a subcommittee. The Six Sigma Committee is seeking to address a long term challenge of College's hiring process which involves the screening committees in order to identify a short list to recommend for employment in the Professional technical, Faculty or Administrative classifications. LCCC's HR AQIP Design Team also continued its efforts with respect to new employee orientation with the following accomplishments: •

The development of an on line welcome by the President, all Vice Presidents and Director of Human Resources • A general orientation session for all employment classifications led by the Human Resources Office including Senior College Administration • A targeted orientation for new Administrative Leadership Team Members. LCCC's HR AQIP Design Team also is exploring the LCCC Signature Experience through Strategic Horizons of the University Michigan. The LCCC Signature Experience will communicate to the applicant and recruitment pools of what is like to work and professionally develop and grow at Lorain County Community College. The Administrative Leadership Team Performance Management System that began last summer at ALT retreat and has now resulted with a system which includes a 360 review for all administrators on campus. The review is based on the abundance model which seeks to build on the College administrators strengths.

Reviewer Comments:

Congratulations on selecting a key system for your Action project. In addition to addressing Valuing People (Category 4) you will be impacting how well the Institution addresses the needs of your internal stakeholders (Category 3) and accomplish other distinctive objectives (Category 2) as you proceed with "Enhancing culture change through employee engagement and leadership."

Use of the Six Sigma approach can prove helpful particularly as you engage in the first three steps of Define, Measure, and Analyze your current systems to identify baseline for comparison with the changes you wish to achieve. It appears that you are actively addressing the Process questions related to how your institution defines credentials for employees (4P1), as well as how new employees are recruited, hired and trained (4P2).

At the core, however, it appears that much of your effort is targeted at examining how these processes and activities impact institutional communications, cooperation, performance, innovation, empowerment, learning and skill sharing (4P3).

B. Describe how the institution involved people in work on this Action Project.

The Six Sigma Committee has a cross section of LCCC employees representing every classification of College employment: Support Staff; Professional/Technical, Faculty and Administrative. The Six Sigma Committee works in conjunction with the existing LCCC's HR AQIP Design Team which incorporates more LCCC staff in the overall work of the team. The work from the Design Team continues to be processed through Faculty Senate, Staff Council, Administrative Leadership Team, and Operations Council. The action project is chaired by the Vice President for Strategic and Institutional Development.

Reviewer Comments:

You appear to have achieved a wide range of involvement in the process through your use of committee membership and process review. Your committee and review structure nicely cuts across silos towards a systems approach. Keeping it streamlined and moving could prove a challenge, but should enhance the buy-in for the final product.

C. Describe your planned next steps for this Action Project.

LCCC Six Sigma Committee established the following outcomes: • Reduce Waste of Efforts and Time • Save time on hiring • Decrease frustrations (major issue) • Service customers better • Reduce wasted time • Increase productivity • Not lose good candidates • Find & select best candidates • Consistency & understanding of process • Fairness • Use of technology to quicken the process In order to accomplish the above, the attached survey has been developed and prepared for distribution in Fall 2007-08 to engage the campus community especially members of the Screening Committee for the time period of 2002 to 2007. The survey seeks to determine benchmarks campus attitudes regarding the screening committee process and to determine baseline data for improvement ideas.

Reviewer Comments:

The Six Sigma committee has identified an impressive set of outcomes for this project which, when accomplished, will greatly improve your HR functions. Your current status was not clear from your description of progress to date in the initial assessment of baseline data needed to clearly measure your success as you address the outcomes. Although your questionnaire did not copy to this reviewer, the outcomes will hopefully be useful in establishing the needed baseline and benchmark data. This data will be an essential component in addressing Category 4 results item 4R2; "What are your results in processes associated with valuing people." In addition, the use of the questionnaire can serve as a foundation for establishing continuing measures of valuing people (4P10) and provide evidence for benchmarks needed to compare your institution with others (4R4).

D. Describe any "effective practice(s)" that resulted from your work on this Action Project.

We seek to explore the use of technology to decrease meeting times and to overcome challenges with the coordination of schedules.

Reviewer Comments:

The use of technology is a sound plan. The challenge is identifying the program that will work with your institutional communication system and integrate smoothly into your existing culture. It was unclear from your description what processes are in place to prevent the search for the proper technology from becoming a "tail wags the dog" issue rather than improving the targeted issues. The results of this effort will help answer the question "How do you improve your current processes and systems for leading and communicating (511)."

E. What challenges, if any, are you still facing in regards to this Action Project?

The prior initiative began without an HR Director; however, the next phase has begun under the leadership of a new HR Director. We believe that the new leadership will create a better focus on the HR Design Team during the next three year cycle. Along with the new HR Director, the HR staff and HR Design Team will continue to lead this effort.

Reviewer Comments:

Successful completion of your HR Director search is a solid step in overcoming an otherwise insurmountable challenge to the project. Good work..

F. If you would like to discuss the possibility of AQIP providing you help to stimulate progress on this action project, explain your need(s) here and tell us who to contact and when?

Reviewer Comments:

Global Assessment – 2 "Institution is making Reasonable Progress". Good work on an ambitious project. You have packed several different issues into a long term project. This wide range of issues to be addressed by multiple elements in conjunction with the lack of an HR Director gives the impression that the project may be somewhat stalled. In future iterations your projects might benefit from the adage "less is more" by taking a shorter (one year) run time with a more focused targeting of issues; incremental steps rather than climbing the ladder in one giant leap.