

## HR AQIP Design Team Action Project

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**Institutional Name:** Lorain County Community College

**Planned project kickoff date:** July 1, 2006

**Target projection completion date:** June 30, 2009

**Title:** Enhancing culture change through employee engagement and leadership

**Describe this Action Project's goals in 100 words or fewer:** LCCC's initial AQIP Human Resource Action Project of Transforming HR and the Ohio Award for Excellence (OAE) and AQIP feedback reports provided the foundation for this Action Project. The work from the initial Action Project and the feedback reports will be used to strengthen each of the key components in the Strategic Asset Model—attraction/retention, engagement, performance management, recognition/reward, and development. The goals are to create an engagement model based on the Gallup Research, develop a plan for employee performance (including performance management, reward/recognition, development) that aligns with our internal brand, and to enhance the HR hiring process and philosophy.

**Identify the single AQIP Category this Action Project will most affect or impact.**

Valuing People

**Describe briefly your institution's reasons for taking action on this Action project now—why the project and its goals are high among your current priorities.**

There are two primary reasons for LCCC to take action on this Action Project. One reason is to address the feedback from the OAE and AQIP applications. A review of the feedback resulted in the idea of improving one to three key systems around the five key components of the Strategic Asset Model. Overall improvement in the HR systems and processes will enhance employee satisfaction, engagement, productivity, and retention.

The second reason relates to LCCC living out its internal brand. The brand states: "In support of the College's mission and vision, LCCC encourages collaboration and innovation to provide a challenging and positive work experience. The LCCC culture promotes integrity, respect and meaningful work in a flexible, reliable and responsive environment that supports professional and personal growth." Thus, reason for this action project is to continuously place a high priority on the institution's human resources

**List the organizational areas—institutional departments, programs, divisions, or units—most affected by or involved in this Action Project.**

Human Resources

Academic organizational units

“Non” academic organizational units

**Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve.**

Attraction and Retention, and Engagement—the hiring process will be reviewed and explored in terms of the time from the initial advertisement to the actual hiring. This will include the establishment of some baseline data, and review of current marketing related and recruitment strategies and processes, along with the use of technology

Engagement (Retention)—this will include the review of engagement models from other community colleges and the Gallup “First Break All the Rules” survey. Also, the process will include the utilization of the College’s SkillsMax Center to conduct job profiling, employee assessments and training, and to comprehensively review position descriptions.

Performance Management—the performance management process will include the exploration of a performance management portfolio, the development of a revised performance management system for administrators, and the development of specific targets and goals.

Recognition and Reward—the reward and recognition process will include the review of existing programs to identify gaps (e.g., community involvement, part-time employees, adjunct faculty) and the development of a more robust and comprehensive reward and recognition system.

Development—this will include the enhancement of an orientation program for all LCCC hires, and the development and refinement of succession and transition planning systems and processes.

The final process that is expected to change is the systematic collection of data and information to measure the effectiveness and improvement of these systems.

**Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion).**

As previously outlined, the goals of this Action Project are to create an engagement model based on the Gallup Research, develop a plan for employee performance (including performance management, reward/recognition, development) that aligns with our internal brand, and to enhance the HR hiring process and philosophy. The three year time period for this Action Projects includes the exploration, development, refinement, implementation, and communication of these systems and processes.

**Describe how you plan to monitor how successfully your efforts on this Action Project are progressing.**

LCCC has developed an AQIP Human Resource Design Team that is chaired by the Vice President for Strategic and Institutional Development and consists of employees from all employment groups (e.g., faculty, staff, professional/technical, administrators). This group is responsible for the organization, coordination, and communication of the Action Project. In addition, the Human Resource Office will have a major stake in the implementation of the work that is completed by the Design Team.

**Describe the overall “outcome” measure or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals.**

- Time from initial advertising to actual hire
- Rating on the PACE/Climate Survey (national survey to assess the climate and culture of the College—have administered biennially since 1998)
- Ratings on the North Coast99/ERC application—LCCC was a North Coast 99 winner in 2005 and 2006.
- Satisfaction ratings with new employee orientation

**Other information (e.g., publicity, sponsor or champion, external partners)**

LCCC communicates the status of the AQIP HR Action Project through several venues. During Convocation, the President communicates the status of this and other action projects to the all campus employees. Also, the President shares this information at “President’s Forums” with various employees groups. In addition, the President and Vice President for Strategic and Institutional Development communicate key information at the monthly Administrative Leadership Team meetings.

**Project Leader and contact person**

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