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. ✓

Major processes identified by the Organizational Health team are being added into the knowledge base and it will emphasize the importance of not only creating documentation but also regularly reviewing and updating it. This proactive approach can contribute to the overall effectiveness and efficiency of the review cycles. The TeamDynamix tool also allows for review cycle reminders.

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), a move to a two-year assessment and planning cycle (designed 22-24; to be launched 24-25), shared governance redesign (summer 2020 through spring 2024; launch spring/fall 2024).

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

The OHIT team has created a knowledge base for CCC college-wide operational documentation, which will serve as part of the foundation for creating robust employee onboarding, training and transfer of knowledge processes. A beta launch of the knowledge base will occur in March 2024; this will include opportunities for the larger college community to share feedback on the collection of college-wide operational documentation. This will provide an opportunity for additional information to be added.

Documentation to be added must be on a shareable platform, not a personal L: drive, in order for everyone to be able to access it.

The Organizational Health team met with various groups over the course of AY22-23 and into AY23-24 to build an inventory of potential elements of this knowledge base. Organizational Health co-chairs and sponsors have met with (and will continue to collaborate with) the leaders of various handbook creation efforts (e.g. Associate Faculty Handbook, Grants Handbook), to ensure consistency across documents and reduce the potential for duplication of effort, as these handbooks and knowledge base are created.

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. The Climate Survey team created a charter and SMART goals, to inform the development of the climate survey. This survey spans multiple strategic implementation plan teams and therefore requires added levels of coordination of communication. They will be asking the College community to engage in activities that will help design the climate survey over the course of AY 2023-24. This survey will be deployed in Fall 2024.

IR took feedback from a series of 13 focus groups (fall 23), and used themes from those focus groups to inform revisions to the Climate Survey instrument. The Climate Survey team has been actively collaborating to refine our understanding of an ideal climate, and how that understanding should inform the Climate Survey instrument. A draft of the instrument has been created, and has been shared with members of the College community for initial feedback (March 2024).

✔

On Track

✚

**Progress Made,
Assistance Needed**

❗

At Risk