

RECOMMENDATIONS TO THE COLLEGE PLANNING COMMITTEE

ON OPERATION PLAN PRIORITY ITEM NUMBER THREE

**EMPHASIZE INSTITUTIONAL ACCOUNTABILITY BY  
IMPROVING THE QUALITY OF INTERNAL SERVICE**

Presented to the College Planning Committee, October 25, 2004

By:

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College Planning Committee Subgroup on Priority #3  
Plan A

MISSION: Emphasize institutional accountability by improving the quality of internal service

OBJECTIVES:

- (1) Improve employee orientation to the college and to specific jobs
- (2) Improve employee training quality and opportunities

SOLUTION (A):

The committee recommends that NPC establish a Human Resources Department to develop the necessary structure for solving the many and varied internal service concerns expressed by employees. The Human Resources Department would be in charge of the following areas:

- Personnel
- Benefits Administration
- Payroll

Timeline: The Ad Hoc Committee recommends this department be established by Fall of 2005.

Organizational Placement: The Director of Human Relations Department would report to the President OR the Vice President of Administrative Services (TBD)

Goals: The Ad Hoc team feels this approach is the most effective manner in which to accomplish (but not limited to) the following:

- Develop a consistent college-wide orientation program
  - With inclusion for outlying areas and the diverse groups of NPC employees (temps, Student Workers, part-time workers, etc.)
- Update and standardize written procedures for the areas named above
- Establish and implement a training program for supervisors
- Facilitate department-specific training
- Initiate creation of specific job descriptions and job procedures
- Train and develop human resource facilitators at NPC campuses
- Select and apply appropriate technology in the implementation of ongoing orientation projects and programs (i.e., video training; streaming video training, etc.)
- Set up face-to-face (F2F) orientation sessions at regular intervals for new employees
- Develop short-term sessions for informational training on topics such as sexual harassment, F.E.R.P.A. regulations, ADA requirements, etc.
- Establish a feedback loop to evaluate and adjust orientation programs

Major Limiting Factor: Budget

Offsetting benefits:

- Improved employee morale
- Reduction of employee turnover rate
- Standardization and streamlining of current messy or non-existent processes
- Improved efficiency in all support areas
- Improved external and internal image
- More efficient work production
- Consolidation of services training
- Improved personal accountability
- Creation of standards for more accurate and useful employee work evaluations

*n.b.*, The College Planning Committee voted to recommend the position of a Human Resources Director be given first priority in discretionary fund budgeting in the next budget cycle.

The committee feels that Plan A, the development of a Human Resources Department, is critical to the College. A Human Resources Department is the only viable manner in which to ensure the development of the necessary structure, continuity, consistency and methods of evaluation required to deal with the internal service issues at the College.

However, the committee also realizes that budgetary considerations might delay the adoption of Plan A. In this event, the subgroup recommends the following:

### Plan B

1. Plan B would consist of the immediate development of a team-based effort to bridge the gap until a department of Human Resource is in place and, at the same time, initiate processes and procedures that would improve orientation and training practices at the College.
2. The team would be limited (probably no more than 12 members) who would represent the majority of NPC locations, and whose jobs are primarily campus-based. The "Plan B Team" will be selected by the Ad Hoc Committee. (The Ad Hoc committee will disband upon the new team's formation.
3. The Plan B Team would report to Director of Personnel
4. The team would meet on a regular basis with such time being granted to their efforts without penalty from their supervisors in their regular departments.
5. The initial tasks of the team would be to devise a plan and prioritize actions (such as those from the following list) that they would systematically implement as soon as possible. The team would be responsible for implementation of its own recommendations.
6. The team would also be responsible to keep an accurate record of their implemented actions, and would evaluate their success, or lack of, for each as these evaluations could prove helpful when a human resources department is established.
7. One of the priority tasks of the team will be to develop a job description for the Human Resource Director. Additionally, the search committee for the position will be drawn partially from the Plan B team.
8. The Plan B team will not include the benefits coordinator or employees from the personnel or payroll departments, but will use these persons as resources for facilitating team actions.
9. Once a Human Resources Director is in place, continued activities of the Plan B team will be at the director's discretion.

**Suggested Actions to improve training and orientation processes for NPC employees  
(for Plan B)**

Have all NPC employees use the same software programs.
More fully bring associate faculty members into the institution
Do a pilot project of cross-training in 3 selected areas
Send out a letter of welcome to new employees that includes a checklist of things to do and who to contact in case of questions
Develop the internal web site (Infoweb) more fully
Put form templates here
Complete listing of committees, addresses and members
Complete listing of faculty by instructional area, physical location, etc.
Continue to enhance the NPC (external) Web site as a clearinghouse of information for use by students and potential students
Do a new employee orientation page on the internal website
Do a student orientation page on the external website; include maps
Develop useful and thorough indexes for:
The college catalog
The employee handbook
The student handbook
The faculty handbook
The associate faculty handbook
The internal and external web sites
The Policies and Procedures Manual
Update the NPC contact list monthly
Develop monthly series of workshops on topics of use to staff and faculty; video tape them and build a library
Require supervisors to take a set number of hours of NPC courses on management techniques
Increase the incentives for employees to take NPC courses for professional development (not just courses for degrees or personal enrichment)
Update all job descriptions; review annually for changes
Have each department draw up its own new employee orientation plan
Put organization charts on the internal web
Develop a mentor bank at each campus
Have each department develop its own Standard Operating Procedures handbook; update quarterly
Free up additional money for classified and administrative support personnel for professional development
Name a Benefits Coordinator; publicize in handbooks, Infoweb, etc.