**Continuous Improvement Plan**

**Date:** 1/30/24 **Name of Program/Unit: Human Resources**

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**Table 1: CIP Outcomes, Measures & Targets Table (focus on at least one for the next two years)**

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| **A. Expected Outcome(s)**  Results expected in this unit  (e.g. Authorization requests will be completed more quickly; Increase client satisfaction with our services) | **B. Measure(s)**  Instrument(s)/process(es) used to measure results  (e.g. survey results, exam questions, etc.)  Include Course Information and Semester in which assessment will occur | **C. Target(s)**  Level of success expected  (e.g. 80% approval rating, 10 day faster request turn-around time, etc.) |
| Training and Development planning and delivery will be a data-driven process based on feedback from requests, employee feedback surveys, and other objective mechanisms. | Gaps in resources and training opportunities for staff and all employees will be addressed within three (3) months and faculty six (6) months with collaboration of other groups that can support. This will be tracked in a Training & Development request log. | 75% of training requests will be responded to within the time frame provided to also allow for larger projects that may require greater development/approval times. |
| Job postings and offer letters will be created in a timely manner. | Job announcements will be posted and offer letters generated within 5 business days once all information is received. This will be tracked in our HRIS. | 95% of postings and offers will meet the timeline provided. |
| Job description change requests and new position compensation reviews will be completed in a timely manner. | Job description change requests and new position compensation reviews will be responded to within 5 business days once all information is received. This will be tracked in in a request log. | 95% of job description change and new position compensation reviews will meet the timeline provided. |

**Description of Fields in the Following CIP Tables:**

**A. Outcome(s)** -Results expected in this program (e.g. Students will learn how to compare/contrast conflict and structural functional theories; increase student retention in Nursing Program).

**B. Measure(s)** -Instrument(s)/process(es) used to measure results

(e.g. results of surveys, test item questions 6 & 7 from final exam, end of term retention rates, etc.)

**C. Target(s)** -Degree of success expected (e.g. 80% approval rating, 25 graduates per year, increase retention by 2% etc.).

**D. Action Plan** -Based on analysis, identify actions to be taken to accomplish outcome. What will you do?

**E. Results Summary** - Summarize the information and data collected in year 1.

**F. Findings** - Explain how the information and data has impacted the expected outcome and program success.

**G. Implementation of Findings** – Describe how you have used or will use your findings and analysis of the data to make improvements.

**Table 2. CIP Outcomes 1 & 2 (FOCUS ON AT LEAST 1)**

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| 1. **Outcome #1**   Training and Development planning and delivery will be a data-driven process based on feedback from requests, employee feedback surveys, and other objective mechanisms. | |
| 1. **Measure (Outcome #1)**   Gaps in resources and training opportunities for staff will be addressed within three (3) months and faculty six (6) months with collaboration of other groups that can support. This will be tracked in an internal request log. | 1. **Target (Outcome #1)**   75% of training requests will be responded to within the time frame provided to also allow for larger projects that may require greater development/approval times. |
| 1. **Action Plan (Outcome #1)**   Trainings regularly tracked on request log with notations regarding intended audience, topic, date, etc. Additionally, the revamped Training and Development website will include a training request link, list of previously developed trainings, and a training calendar. | |
| 1. **Results Summary (Outcome #1)**   Training opportunities are regularly tracked via an internal request log for approval prior to announcing these to relevant stakeholders. | |
| 1. **Findings (Outcome #1)**   Meetings with various Collin leaders revealed the need for certain training topics. The team is in the process of requesting existing trainings and developing plans for the most needed topics. | |
| 1. **Implementation of Findings** In the website revamp process, the team will include mechanisms for employees to see a calendar of available trainings, a list of topics, and request a topic. This information, combined with post-training survey data, will continue to inform the training offerings. | |

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| 1. **Outcome #2**   Job postings and offer letters will be created in a timely manner. | |
| 1. **Measure (Outcome #2)**   Job announcements will be posted and offer letters generated within 5 business days once all information is received. This will be tracked in our HRIS. | 1. **Target (Outcome #2)**   95% of postings and offers will meet the timeline provided. |
| 1. **Action Plan (Outcome #2)**   HR Employment team members will actively review all job requisitions and offer letters in our Workday system within the timelines stated in our Service Level Agreement. The HR Employment management team will run weekly tracking reports to ensure the completion of these tasks within Workday. | |
| 1. **Results Summary (Outcome #2)**   Job postings and offer letter generation has been measured and reported via our SLA service expectations. The analysis showed that these service expectations have been met in both categories of job posting and offer letter generation. | |
| 1. **Findings (Outcome #2)**   The data collected has provided the expected outcomes of our HR Employment team members, ultimately providing successful support of our SLA guidelines. | |
| 1. **Implementation of Findings**   The HR Employment team will continue to measure and track these items in efforts to continuously provide satisfactory service to our staff, faculty, and student employees. | |

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| 1. **Outcome #3**   Job description change requests and new position compensation reviews will be completed in a timely manner. | |
| 1. **Measure (Outcome #3)**   Job description change requests and new position compensation reviews will be responded to within 5 business days once all information is received. This will be tracked in in a request log. | 1. **Target (Outcome #3)**   95% of job description change and new position compensation reviews will meet the timeline provided. |
| 1. **Action Plan (Outcome #3)**   The action plan includes 1.) update CASPIO to track the dates similar to reasonable accommodations to bring more visibility to due dates through notifications. 2.) obtain leadership support in advance of commencing the review 3.) divide the reviews between the compensation team versus one person and 4.) capturing all the required information to complete the reviews upfront. | |
| 1. **Results Summary (Outcome #3)**   Increased visibility and regular compensation review meetings ensure compliance with the SLA. The compensation team tracked new job requests, reclassifications and job description changes in an Excel spreadsheet capturing the initial request date and the time to completion. | |
| 1. **Findings (Outcome #3)**   Initial findings supported that the process needs to be streamlined by collecting all of the information upfront and reducing the wait time  between actions by obtaining leadership support prior to initiation of the reviews. It was observed that compensation began tracking when  compensation receives the request but because there was additional information required or the department’s leadership had not been  made aware of the request it contributed to significant delays in completing the request. | |
| 1. **Implementation of Findings**   Action plan items 2, 3 & 4 have been implemented within the last few weeks with immediate improvement in results. Modifications to CASPIO is in the works. | |