**Continuous Improvement Plan**

**Outcomes might not change from year to year. For example, if you have not met previous targets, you may wish to retain the same outcomes. *If this is an academic, workforce, or continuing education program, you must have at least one student learning outcome.* You may also add short-term administrative, technological, assessment, resource or professional development goals, as needed.**

**Date:** 01/31/2019 **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.) | **C. Target(s)**  Level of success expected  (e.g. 80% approval rating, 10 day faster request turn-around time, etc.) |
| Increased completions of required compliance and other online courses by all employees through implementing new training software which incorporates text, vignettes, videos, etc. in the courses to be more interesting and user friendly. | Administrative reports from online training vendor will provide the needed information to track completions. | 75% of registered required courses completed within 12 months. |
| Identification and development of succession planning guidelines and criteria from individual contributor to manager-level positions. | Develop succession planning programs for 3 departments to pilot the plan. Identify 10 positions to use during initial pilot plan. Success to be determined by percentage of internal candidates who are hired for openings. | 10% of open staff positions through 2024 to be filled by internal succession planning measures/candidates. |
| To launch supervisor training program and schedule at least 4 additional professional development training events per campus per calendar year. | Annual performance development climate survey. | Increase employee satisfaction with professional development by 20% from March 2019 to March 2020. |
| Create and Implement a Successful Defined Contribution Plan. | Level of participation by eligible employees. | The initial target for this new retirement plan would be to have a 50% participation by eligible employees in the first year of the plan. |
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| Work with Employment to streamline and refine the Cornerstone ATS System and employment process. | Level of satisfaction in the employee survey. | Increase the level of satisfaction by 10% in the next survey. |

**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**   Increased completions of compliance and other online courses by all employees through implementing new training software which incorporates text, vignettes, videos, etc. in the courses to be more interesting and user friendly. | |
| 1. **Measure (Outcome #1)**   Administrative reports from online training vendor will provide the needed information to track completions. | 1. **Target (Outcome #1)**   75% of registered courses completed within 12 months. |
| 1. **Action Plan (Outcome #1)**   Work with online training vendor to implement new software in the spring of 2019. | |
| 1. **Results Summary (Outcome #1)** | |
| 1. **Findings (Outcome #1)** | |
| 1. **Implementation of Findings** | |

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| 1. **Outcome #2**   Identification and development of succession planning guidelines and criteria from individual contributor to manager-level positions. | |
| 1. **Measure (Outcome #2)**   Success to be determined by percentage of internal candidates who are hired for openings. | 1. **Target (Outcome #2)**   10% of open staff positions through 2024 to be filled by internal succession planning measures/candidates. |
| 1. **Action Plan (Outcome #2)** Develop succession planning programs for 3 departments to pilot the plan. Identify 10 positions to use during initial pilot plan. | |
| 1. **Results Summary (Outcome #2)** | |
| 1. **Findings (Outcome #2)** | |
| 1. **Implementation of Findings** | |

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| 1. **Outcome #3**   Enhance professional development by launching supervisor training program and schedule at least 4 additional professional development training events per campus per calendar year. | |
| 1. **Measure (Outcome #3)**   Annual performance development climate survey. | 1. **Target (Outcome #3)**   Increase employee satisfaction with professional development by 20% from March 2019 to March 2020. |
| 1. **Action Plan (Outcome #3)** Launch supervisor training program and schedule at least 4 additional professional development training events per campus per calendar year. | |
| 1. **Results Summary (Outcome #3)** | |
| 1. **Findings (Outcome #3)** | |
| 1. **Implementation of Findings** | |

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| 1. **Outcome #4**   Create and Implement a Successful Defined Contribution Plan. | |
| 1. **Measure (Outcome #4)**   Level of participation by eligible employees. | 1. **Target (Outcome #4)**   The initial target for this new retirement plan would be to have a 50% participation by eligible employees in the first year of the plan. |
| 1. **Action Plan (Outcome #4)**   The college will contract with a financial provider to setup the plan and then educate employees while marketing the plan. | |
| 1. **Results Summary (Outcome #4)** | |
| 1. **Findings (Outcome #4)** | |
| 1. **Implementation of Findings** | |

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| 1. **Outcome #5**   Work with Employment to streamline and refine the Cornerstone ATS System and employment process. | |
| 1. **Measure (Outcome #5)**   Level of satisfaction in the employee survey. | 1. **Target (Outcome #5)**   Increase the level of satisfaction by 10% in the next survey. |
| 1. **Action Plan (Outcome #5)**   Through Process Improvement Meetings we will identify areas in the process that can be streamlined and work as a team to refine the processes for efficiency. | |
| 1. **Results Summary (Outcome #5)** | |
| 1. **Findings (Outcome #5)** | |
| 1. **Implementation of Findings** | |