

Category Three – Valuing Employees

Question 1 – How can we improve the ways we value and support employees?

1. Increase professional development funding and target it to meet specific department and individual needs.
2. Support ongoing discussion of administrative, staff, and faculty roles.
3. Continue to improve supervision and performance evaluation.
4. Involve employees in making decisions about their working environment, especially technology and other resource needs.
5. Look for opportunities to address employee wellness and personal development.
6. Assess internal processes concerning HR and professional development in terms of appropriateness and fairness by different types of employees (e.g. release time based on FTE).
7. More emphasis on rewards and acknowledgement of work well done.
8. Timely responses to requests and questions related to HR.
9. Be inclusive of all types of employees in discussions and decisions (e.g. classified are important team members too).
10. Review staffing patterns and needs regularly and compare ratios to other CCCS colleges.
11. Provide flexible working schedules.
12. Give salary increases based on cost of living and comparison to other working units and colleges.
13. Consider giving RTD passes, tuition assistance, and other kinds of benefits that help employees get ahead.
14. Increase the potential for interdepartmental and intercollegiate promotion.
15. Designate an employee parking lot
16. Promote interdepartmental communication and teamwork.
17. Provide opportunities for interdepartmental collaboration and sharing of best practices

Question 2 – What are the most pressing barriers to employee performance?

1. Poor supervision, inappropriate expectations, and performance evaluation that doesn't help address performance improvement
2. No employee voice in setting job expectations
3. Lack of resources to do the job
4. Heavy workload and insufficient time
5. Lack of upward mobility
6. No clear purpose for my work
7. Administrative workload takes away time I need to spend on instruction
8. Too much unnecessary work and meetings that waste time
9. Lack of adequate space, especially office space
10. Responsibility for work without authority to get the job done
11. Not allowed to contribute my ideas
12. Inadequate access to computer technology
13. Lack of recognition of my skills and abilities
14. Not allowed to take initiative
15. Other people don't do their job in a timely manner
16. The evaluation process is cumbersome and creates more work than benefit
17. Long delays in hiring employees

18. I don't have time to learn the new technologies I need to do my job
19. Not knowing where to access current, updated information
20. Inadequate staffing to get our department work done
21. Inadequate time to plan and communicate
22. Negative, disrespectful working environments in some parts of the college
23. Many of the jobs around the campus have their peaks and valleys of busy times which results in a lot of stress versus boredom. Cross training might prevent this problem.
24. In our department we rely heavily on adjuncts for instruction. They are highly competent professionals who are committed to the students' learning and growth. However, I see two major issues
 - a. First, it is very difficult to create a learning community when instructors must depart for their "other" job. There is little time for training, professional development, or collaborative activities
 - b. Second, we need a better way of compensating adjunct faculty. My instructors have suggested averaging out compensation among the courses they teach even though this might mean sometimes making less than they might make for a higher enrollment.

Question 3 – What are your most important professional development needs, the ones that will most help you to do your job better?

1. Technology and computer applications
2. Travel to disciplinary conferences and training
3. Industry related certification and/or competency development
4. Adult learning theory
5. Working with culturally diverse students
6. Patient simulators
7. Communication
8. Leadership
9. Job-specific skills and knowledge
10. Pedagogical workshops
11. Team building
12. Cultural sensitivity
13. Stress management and work/life balance
14. How to train others who report to me so I can delegate
15. Coaching
16. Training on how to access and use our computer systems
17. Time management
18. Supervisor training
19. Mentorship