

**Question #1:** General project status: Completed? In progress? Reopened? Suspended? Original project start date? Original project end date? Anticipated completion date if not completed? Briefly describe the current status of the project Explain how this project relates to any strategic initiatives or challenges described in the institution's most recent or soon-to-be submitted Systems Portfolio, if applicable:

Talent Project Phase III launched September 2012 and was originally targeted to be completed within one year. As the August 2013 update explained, we quickly realized the issues around classification and compensation were more complex than initially assumed. We will be completing Phase III at the end of September 2014 and will launch Phase IV shortly thereafter.

The multi-year, multi-phase Talent Project continues to be a part of NMC's strategic plan and addresses Culture: Valuing People (specifically, 4P2, 3, 4, 5, 8, 9, 10, 11, 12) and Operations: Leading and Communicating (specifically, 5P9: How are leadership abilities encouraged, developed and strengthened among your faculty, staff, and administrators?)

**REVIEWER:**

*This project will be beneficial to the institution and all stakeholders. These complex projects may take more time to implement than originally projected. Continue the good work.*

**Question #2:** List the project goals as stated in the original project declaration along with the metrics/measures for assessing the progress for each goal:

To move all components of the Talent Management Model from discovery/development to incubation/continuous improvement. Phase III specifically targeted components outlined in the addendum. Outcome measures include:

- Improvement in Culture and Operations (Institutional Effectiveness Criteria)
  - 4P2, 3, 4, 5, 8, 9, 10, 11, 12
  - 5P9
- Improvement on employee engagement survey measures:
  - Engagement Index
  - Supervisor Index
  - Q1h. My supervisor works to align the goals of our department with the goals of the College.
  - Q3b. My supervisor effectively confronts issues before they become major problems.
  - Q3c. My supervisor provides useful performance feedback.
  - Q3e. My supervisor holds me accountable for performance
  - Q3f. My supervisor positively motivates my performance
  - Q5n. I have career discussions with my supervisor

**REVIEWER:**

*The original project goals and deliverables are realistic, and moving from discovery/development to incubation/continuous improvement is on target.*

**Question #3:** Describe what has been accomplished with this project over the past year, specifically referring to quantifiable results that show progress. You may need to include a discussion clarifying how the original goals and anticipated outcomes may have shifted during the year:

### On-Boarding, Orientation

- Restructured HR to ensure clear support for on-going continuous improvement of this process.

### Performance Management

- Just completing second iteration of myPDCA for staff. Made online improvements. Looking for higher participation/completion numbers.
- Faculty Committee refined and clarified expectations for regular and adjunct instructors. Will be incorporated into annual planning process.

### Development Plans, Career Planning

- New performance management process places greater emphasis on development and career planning. The Professional Development Institute continues to build learning experiences aligned with development needs.
- Implemented new HR software that will allow all employees to view all college job descriptions and the required competencies— information that will be useful in career and development planning.

### Professional Development

- The Professional Development Institute added online resources.
- A Talent Development Coordinator position has been established for on-going implementation.
- The Advisory Team continues to assess, provide input and increase alignment with the Competency Model.

### Leadership Development

- Launched first Foundations of Leadership cohort for current and emerging leaders with 12 participants. Received excellent feedback. Made some modification to content for next cohort targeted for January 2015.
- Launched Crucial Accountability training for all leaders. Three sessions completed; more scheduled this fall.
- Started creating framework for a mentorship program. Target launch is January 2015.

### Classification

- Updated all staff job descriptions incorporating the Competency Model.
- Reclassified jobs on a point factor system.

### Compensation

- Total Compensation recommendations (pay, benefits, development/career, performance/recognition, and work life) being finalized for September Board of Trustees review.

### Other

- Integrated the Competency Model into recruitment processes (postings, interview questions, selection criteria)

### REVIEWER:

*The College has made significant progress over the past year, and for this the College is commended. Restructuring the Human Resources department is no small task; however, it is important to have buy-in at that level. Overall Northwestern Michigan College has incorporated a number of significant changes, all of which help play a critical role in the Talent Management Project. Hiring a Talent Development/Management Coordinator for the Professional Development Institute indicates a solid commitment on the part of the college.*

**Question #4:** Describe how various members of the learning community have participated in this action project. Show the breadth of involvement by individuals and groups over the project's duration, particularly during the last year:

The following cross- functional project teams and shared governance councils have all been actively involved in this work:

- Compensation Review Work Group
- Classification and Compensation Committee
- President's Council
- Benefits Advisory Committee
- Employee Councils
- Professional Development Institute Advisory Team

Each employee has had the opportunity to provide input and feedback through:

- The councils and committees listed above
- Supervisors
- Project intranet sites
- Town Hall meetings
- Campus wide small group discussions

Finally, the Board of Trustees has reviewed the work of the project team and provided feedback at two study sessions and several regular board meetings

### REVIEWER:

*Again, NMC has done an outstanding job of involving all of those that will be affected by this project. The Board of Trustees is mentioned as having input into the process. If their feedback is positive it would make a significant impact on the success of the action project. Also, any presidential input would be welcome, and like the BOT, presidential input would help this project move forward.*

**Question #5:** Describe the effect that this project has had on the institution, students, and others in the learning community. What has the institution learned that can be identified as good practice to use in other aspects of its quality work or from which other institutions might benefit?:

We are beginning to really see the benefits of creating a Talent Management structure that aligns strategy with an organization competency model. Now all quality systems can work together. As internal and external assessments identify gaps, we can make changes to any element of the structure to attempt to address the gap. And we are designing outcome measures and “check” timelines for each element, so we can assess whether efforts are having the desired impact. If not, we can adjust.

**REVIEWER:**

*It is encouraging to see this project moving forward into the implementation phase. The College's approach to this phase is realistic, knowing there may be some adjustments.*

**Question #6:** Describe the anticipated challenges that may be encountered in successfully completing the project or for institutionalizing the learning from the project's goals:

Significant change is always a challenge for an organization, and implementing the recommendations of the Compensation Review will involve a lot of change: new classification system, new pay scales, revising our employee group structure to ensure effective, representative shared governance, etc. At the same time, rising healthcare costs and shifts in higher education funding require new financial models. It is easy for people to feel their security is threatened. So navigating uncertainty and change through open communication and shared problem-solving will be essential.

**REVIEWER:**

*Change is always a challenging, and slow process, particularly in academia. Approaching this phase with “open communication and shared problem-solving” is critical, and the more the better. The College's approach is sound and should be productive. As the College continues through these challenges considering and reviewing how other institutions have managed these similar situations may help.*

**Question #7:** In light of the project goals, current circumstances, institutional learning from this project, and anticipated barriers to success, list the next steps to be taken over the course of the next 12 - 24 months in order to complete or institutionalize the results of the action project. Provide a timeline for completing each next step:

1. Implement new classification structure. Timeline: November 1, 2014
2. Implement recommendations of Compensation Review (including recommendations for systems maintenance, evaluation, and continuous improvement) through shared governance structure. Estimated timeline: 24-36 months.

3. Orient and provide support for new Talent Management Coordinator. Estimated timeline: 12 months.
4. Continue to assess effectiveness of resources and structures in place to ensure sustainability of system. Timeline: on-going.
5. Move rest of the Talent Management components through discovery and incubation and into acceleration/continuous improvement. Estimated timeline: 12-24 months.

### REVIEWER:

*The College's next steps appear to be realistic. As the institution is well aware, the Talent Management/Development Coordinator is critical to the success of a major component of this project. Gaining support for this position should continue to be a top priority.*

**Question #8:** Provide any additional information, inquiries, or concerns that the institution wishes for reviewers to understand regarding this action project:

The Talent project is a multi-year, multi-phase continuous improvement project to help NMC attract, develop, and retain talented employees. The first phase focused on improving the on-boarding process, hiring, and orientation. The second phase targeted the performance review process. Phase three focused on developing leadership capacities and an institution-wide classification and compensation study. The diagram represents the sequence implementation of all the parts to valuing NMC employees.

NMC's Competency Model, described in previous annual updates, begins with Strategic Planning. The topics stemming encompassed by the model include:

1. Recruitment and selection
2. On-Boarding and orientation
3. Performance Management (MyPDCA)
4. Development Plans and career planning
5. Professional development
6. Leadership development
7. Classification and compensation
8. Succession and capabilities management
9. Workforce planning

### REVIEWER:

*As NMC continues along this path, significant, and valuable changes in the campus culture will take place. The strategic plan will be of much greater value now that the College has incorporated "The Talent Project" into its planning process.*

# Talent Project Phase III

Annual Update with Reviewer Comments (August, 2014)

Northwestern Michigan College



- Key**
- Discovery
  - Incubation
  - Acceleration