

DIVISION: Human Resources	FISCAL YEAR: 2011
Department 1:	NECC Strategic Direction: 4
Department 2:	Achieving the Dream Goal:
Department 3:	NECC Key Performance Indicator (KPI): 5
Note: there may be no "Department 1 or 2"	

<u>Strategic Initiative</u>	<u>Indicator (the specific)</u>	<u>Baseline</u>	<u>Outcome Measure / Target</u>	<u>Results</u>
Embrace Diversity	Increase full-time minority employee population	14.50 % as of 5/31/10	15.50% as of 5/31/11	

Strategic Directions: (1) Engage Students as Active Learners; (2) Be the First and Best Resource for the Community; (3) Support Leadership at Every Level; (4) Embrace Diversity; and (5) Strive for Educational Excellence.

Achieving the Dream Goals: (1) successfully complete developmental courses; (2) enroll in and successfully complete gatekeeper courses; (3) complete the credit hours they enroll in; (4) re-enroll from one semester to the next; and (5) earn certificates and degrees.

KPI's: 1 – Transition and Developmental Course Completion Rate, 2 – Gatekeeper Course Completion Rate, 3 – Student Retention, 4 – Degrees and Certificates Conferred and 5 - Diversity of Faculty & Staff

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Support Leadership at Every Level	Assist the Assistant Vice President of Administration & Finance in reorganizing the Maintenance Department	Current Staffing and what they are capable of	Extent of replacement or retraining that is accomplished	

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Support Leadership at Every Level	<p>Communicate needed workplace information to improve employee efficiency and performance</p> <p>Continue to improve the “new employee” experience</p>	<p>Continue the implementation of Living our Vision of Excellence new employee orientation program SNAP (Strengths Quest; NCBI; AI; Process Management)</p>	<p>All new employees indoctrinated to NECC culture; teams working from strengths; employees comfortable with using process management tools; employees/teams working from a positive direction when approaching problems/opportunities</p>	

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Support Leadership at Every Level	Streamline forms and processes and automate their use; develop guidelines for electronic viewing of personnel files	Continue the development of Adobe writable forms and place on website; scanning all new hire personnel files into electronic form	All new employees completing necessary new hire paperwork electronically prior to start date; all employees completing attendance and/or timesheets electronically, eliminating paper while improving efficiency of process; electronic review of personnel files at supervisor desktop rather than in person, as appropriate	

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Support Leadership at Every Level	Launch the Living Our Vision of Excellence Professional Development trainings	Continue trainings in collective bargaining agreements; public speaking; organizational skills and goal setting; running effective meetings; NECC organization, committees and website overview; conflict resolutions; sexual harassment; budeting; evaluations and job descriptions	Employees more knowledgeable about; NECC; supervisor/employee expectations; as well as gain skills to improve own job performance	

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Support Leadership at Every Level	Actualize the combining of HR and Payroll into one Human Resources department	Cross-train staff in HR/payroll functions	Employees able to do one another's jobs whether it be processing new hire paperwork or paying staff; all staff able to answer employee questions whether it be inquiring about paperwork or take a class or how to complete a timesheet or attendance form. Plan for the retirement of the College's Head Payroll person.	

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Support Leadership at Every Level	Effectively represent the College in all arbitrations, settlements, charges before the Division of Labor Relations, and complaints before the Massachusetts Commission against Discrimination	.	At the end of FY11 (6/30/11) how many such cases were settled on favorable terms to the College or won outright.	

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Support Leadership at Every Level	Continue to train the Director of Human Resources/Affirmative Action Officer in areas that she has had minimal exposure to (e.g., disciplining employees, arbitration preparation, MCAD complaints, sexual harassment cases, etc.	.		

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