
4: Valuing People

Process

4P1: Identifying required credentials

In 2008, MSTC implemented the Targeted Selection (TS) system. The TS system is based on the premise that past performance is the best predictor of future performance. Work analyses, which include a number of questionnaires and meetings, were conducted with designated managers throughout MSTC to identify the dimensions or competencies required for success in a job. Dimensions include:

- Behavior - how an incumbent effectively performs work tasks
- Motivation - characteristics of the job or organization that influence satisfaction, commitment, and turnover
- Knowledge - the relevant technical and professional information or skills needed to perform the activities of the target job effectively

In addition to identifying the dimensions required to succeed in a job, managers also identify the necessary qualifications including experience, education (instructors are required to have or be working toward a discipline-centered master's degree), and physical and mental requirements as well the working conditions for a job. After gathering this information, a comprehensive job description is compiled outlining the job summary, duties and responsibilities, qualifications (which includes the dimensions, WTCS certification requirements, and MSTC's six Core Values), mental requirements, working conditions, and physical demands. Academic credentials of College instructors and staff are summarized in Table O4a.

4P2: Hiring processes

As open positions occur at MSTC, the hiring manager and Human Resources review the job description prior to internally or externally posting the job to ensure it accurately reflects the nature of the job and the credentials, skills, and values required to successfully fulfill the position's responsibilities.

Once a position is posted, MSTC accepts applications via its online application system, which was implemented in 2008. This system automatically pre-screens applicants to eliminate those who do not meet

the minimum qualifications listed on the job posting. Human Resources screens the application materials for candidates who meet the minimum qualifications and forwards the top candidates to the hiring manager for review. The hiring manager evaluates each candidate's supporting materials and forwards the top 4-5 candidates to Human Resources. Human Resources conducts phone screens of the candidates to determine if the qualifications, experience, workplace preference, and salary are potential matches for the position and MSTC. If so, Human Resources schedules an in-depth interview with the interviewing team. The interviewing team typically consists of the hiring manager, a human resources representative, and two other administrative staff members with expertise or knowledge of the position's duties.

As described in 4P1, MSTC implemented the TS system. To ensure that the interviewing team is making accurate and equitable decisions based solely on job-related capabilities and information gathered through the interview, behavioral-based interview guides are developed based on the work analyses.

All MSTC managers received training in TS candidate interviewing and evaluation. During the interview process, interviewers rely on three general types of information when gathering data about the candidate:

- Work/Educational History/Certification/Skills – candidate's broad, general background.
- Specific Experiences – specific things the candidate has done in his or her jobs or other relevant history.
- Interests/Desires – what the candidate is looking for in a job, organization, and location.

After each interviewer has an opportunity to meet individually with all candidates, the interviewer independently evaluates and rates each candidate on each dimension. The interviewing team convenes to discuss and exchange data to reach consensus for each dimension. The interviewing team makes a hiring decision based on the consensus rating. The TS system helps MSTC ensure that it eliminates interviewing inconsistencies, uses clearly defined decision points, treats applicants fairly, adheres to government regulations, and ultimately hires the best candidate with the credentials, skills, and values that are required to successfully perform in the position. Once a decision is made to offer the position, Human Resources conducts a background check to verify education and work experience as listed in the candidate's application materials.

4P3: Recruiting, hiring, and retaining employees

The employment process at MSTC is designed to ensure that high-caliber, well-qualified individuals are hired. Human Resources participates in all aspects of the employment process to give guidance, provide equal opportunity for all applicants, and ensure a non-discriminatory process.

MSTC's recruitment typically includes an internal job posting to provide new opportunities to current staff as well as external advertisement in a variety of sources. The recruitment sources used are many and far-reaching to attract a qualified and diverse applicant pool. Sources used include local and regional newspapers, college career services, the MSTC web site, Wisconsin JobNet and other Wisconsin-based employment sites, a variety of online job boards, and educational, minority, and occupation-specific journals and web sites. Additionally, MSTC periodically runs generic ads in minority publications to create awareness and generate interest in MSTC as an equal opportunity employer.

MSTC's online application system gives the hiring team access to all application materials, along with comprehensive reporting on applicant diversity and referral sources that helps MSTC better understand and potentially increase the diversity of its pool of applicants. The online application system is fully compliant with guidelines ensuring equal access for individuals using devices for the disabled.

As described in 4P2, the hiring process includes establishing an interviewing team to hire new employees and evaluate internal applicants for transfer and promotion opportunities within MSTC. In addition to the process as detailed in 4P2, the interviewing process may include review of application materials by the WTCS Certification Officer to ensure the candidate is certifiable. Additionally, a teaching demonstration may be used as a component of the interviewing process for the top candidate for an instructor position. The final step in the hiring process includes Human Resources conducting a background check which includes education and employment verifications to verify the credentials and work experience of an applicant as well as a criminal background check. This process ensures that hiring decisions are based on objective criteria rather than on bias, which often finds its way into the hiring process.

One of the early efforts MSTC makes to retain employees is through the new employee orientation

conducted by Human Resources in the first week of employment. The purpose of the orientation is to familiarize new employees with MSTC, its Mission, Vision, Core Values, Strategic Directions, and College Goals as well as to discuss policies and procedures. New employees complete the required paperwork for records set up and benefits enrollment. Employees receive applicable bargaining unit agreements during new hire orientation. Employees also receive a campus-wide tour during orientation to acquaint themselves with the campus. Individual managers provide an orientation to department- or division-specific procedures. Additionally, employees receive information on safety including a Conflict Management DVD, Emergency Reference Guide, and Campus Floor Plan.

In 2008 an adjunct instructor orientation was implemented and is held at each campus at the beginning of the year at the Campus or Academic Dean's request. Managers and Human Resources facilitate the on-site adjunct instructor orientation, which provides adjunct employees with information on the campus on which they will be working, safety information, and certification requirements. Additionally, adjunct employees receive an Adjunct Orientation packet that includes information on MSTC's policies and procedures, Strategic Directions, FERPA, accessing technology, a campus floor plan, an Emergency Reference Guide, and information on conflict management and WTCS certification. The packet of information includes several how-to documents that help adjunct instructors access required websites and electronic systems such.

An instructor mentor is assigned to new full-time instructors for the first year of teaching to assist in transition and acclimation to MSTC. Additional orientation and networking is provided to new and continuing instructors through in-service and College Initiative Day programs at the start of each semester as well as through the new instructor lunch program, in which new instructors are invited throughout their first semester to join other new instructors for networking and informative sessions on MSTC.

On-going training and development, promotion opportunities, a safe, comfortable, and challenging work environment, competitive salary, and excellent benefits all contribute to employees' satisfaction with their jobs and MSTC and help to ensure retention of its employees. Employees and managers develop goals together and managers perform periodic performance appraisals during the probationary period to detail accomplishments and identify areas for development. Employee feedback is solicited through surveys, exit interviews, and listening sessions.

4P4: Orienting employees

As detailed in 4P3, new employees participate in a new employee orientation during their first week of employment. The purpose of the orientation is to familiarize new employees with MSTC, its Mission, Vision, Core Values, and Strategic Directions as well as to discuss policies and procedures.

4P5: Planning for change

Each individual department and division engages in personnel planning usually in conjunction with the annual budgeting process. Need is determined by assessing factors including distributed workload of existing instructors, real and potential growth, and skill level requirements. The Executive Committee projects staffing changes and analyzes future staffing needs throughout the year. However, new program development, retirement projections, and assessments of direct-report job satisfaction are other factors that result in personnel planning at specific times. As position vacancies occur at MSTC, the Executive Committee analyzes the situation to determine if a replacement will be hired. As new individuals are considered for MSTC employment, Human Resources and hiring supervisors consider the individual's suitability for future career advancement at MSTC.

4P6: Designing work processes

To contribute to organizational productivity and employee satisfaction, work processes and activities are created to allow for empowerment of employees to make decisions within the scope of their control. Studies have shown that this elevates an employee's self-worth and makes them more engaged in their work, which has a positive correlation with their satisfaction. MSTC designs work processes and activities so they contribute to organizational productivity and employee satisfaction by improving efficiencies in processes and activities to ensure that the work being performed by employees is worthwhile and meaningful. The design process allows the employee to focus on their specific position and how to improve their function to better serve the needs of students and stakeholders. An example of process improvement includes a recent survey conducted of hiring managers that showed managers were spending a significant amount of time hiring adjunct instructors. Based on this survey, a small focus group was put together to determine how to improve the adjunct instructor hiring process. As a result Human Resources

took over the administrative piece of the hiring process, allowing managers to spend more time managing employees and programs.

Employee satisfaction surveys have been conducted regarding wellness offerings. Feedback from the surveys is considered when determining future activities. An example is a recent survey conducted regarding group exercise classes. The survey revealed that the location of a class was an issue, so the location was changed to accommodate participants.

Participants of the annual biometric screening program complete a survey regarding their satisfaction with screening, which includes its promotion, quality, convenience, affordability, and whether they have made positive changes as a result of past participation. Wellness programs are analyzed and adjustments are made to ensure that the programming offered is of value. Participants were asked what affected their decision to participate, which will assist in determining future promotion efforts.

4P7: Ensuring ethical practice

MSTC defines expectations for the ethical practices of all employees through the communication of various policies and procedures. Integrity is one of MSTC's six Core Values (Table 5P01b). This Core Value is a requirement for each position at MSTC and is one of the performance dimensions for all employees who are evaluated during the performance appraisal process. MSTC's Board policies, District Board Member Code of Ethics, and District Employee Code of Ethics address ethical practices for Board members and employees. In addition, other College policies and procedures pertaining to topics such as alcohol and drug use, Internet and personal computer use, equal opportunity and discrimination, and sexual harassment are communicated through orientation, and the intranet. Audit procedures, such as supervisory approval of travel expenses and purchasing card usage, also ensure ethical practices.

MSTC held investigation training for all managers to ensure those involved in investigating student complaints and issues conduct the investigations fairly and ethically. The training focused on due process for all parties involved.

All employees are required to complete Sexual Harassment Training, which includes separate training modules for managers and for instructors to ensure ethical behavior in interactions with employees and students. Managers also receive training on performance management. The training stresses the need to treat employees with integrity.

4P8: Determining training needs

Training needs are identified in a variety of ways. Discussions taking place in annual performance appraisals help reveal opportunities for training, which may be suggested by the supervisor or requested by the employee. Invitations are extended to staff regarding training opportunities in a wide range of areas including basic and advanced computer concepts, using new technology in the classroom environment, CPR/AED, and others. As new technologies are developed for labs and classrooms, instructors are invited to participate in hands-on training and are encouraged to apply and share their new knowledge and skills with others. MSTC believes in continuous improvement, so introducing new technologies as they develop further strengthens MSTC's instructional programs by providing exposure to equipment and programs that students may not have had exposure to previously; instructors and staff receive frequent training on newly deployed technologies to ensure that the staff members can effectively model use of the new technologies for stakeholders.

New technologies continue to be introduced and revised in several non-instructional areas as well, strengthening MSTC's services through increased efficiencies and immediate anytime access. Some examples include the online time reporting system, which enables staff to record their time electronically on or off campus; digital imaging, which enables files to be stored and accessed electronically; and the human resources and payroll system, which requires frequent tax and legal updates. When more complex changes occur or new processes are introduced, the appropriate individuals meet to discuss process efficiencies; training sessions are offered and navigational documents are prepared.

MSTC introduced diversity training in Fall 2009 to staff, and extended invitations to over 1,000 small employers in the district to participate in the training as well. This collaborative effort further strengthens MSTC's position as a respected resource in the community. Within six months of introducing the training, approximately 96% of staff members successfully completed the training. MSTC provides education and training opportunities in wellness and safety in a variety of ways, which further strengthens MSTC's ability to provide a safe, healthy environment. The August 2010 CIDs, mentioned throughout the portfolio, will focus on understanding and embracing differences and diversity.

4P9: Training staff

The continuous training and development of all instructors, staff, and administrators is crucial to the success of an organization. At MSTC, employees are encouraged to participate in on-campus training and to seek out professional development opportunities.

MSTC offers many in-house training options. The EDC provides instructors and staff with a variety of training and information sessions related to technology, software programs, and applications. Additionally, the EDC provides instructors with improved access to instructional technology resources that support and improve student learning. On-site, walk-in assistance is available to all employees from the Instructional Technology Coordinators in the EDC.

Computer-based training courses from SkillSoft are accessible online any time and at no charge to all MSTC employees for their personal professional development. The SkillSoft library of 800 titles ranges from basic computer skills to management and leadership to safety and health offerings. These courses may also be used as supplemental learning components of courses that instructors teach. Courses are completed at an individual's own pace.

Additional in-house training offered to MSTC employees includes:

- Preventing Sexual Harassment Training
- Welcoming Diversity Training
- Investigation Training for Managers
- Performance Management Training for Managers
- Conflict Management Training
- Bloodborne Pathogens
- Automatic Electronic Defibrillator Training
- Cardiopulmonary Resuscitation Training
- IP (Internet Protocol) Telephone Training
- PeopleSoft Training
- eTimesheet Training

MSTC reinforces the training by continuously updating offerings and allowing employees to participate often during their scheduled work day. An example of this is cardiopulmonary resuscitation/advanced electronic defibrillator certification which was recently offered to employees. Participants received textbooks to review prior to the offering, and skills were reviewed and practiced during the course. Participants were required to demonstrate their life-saving skills hands-on prior to being certified or recertified. Over 20% of current staff members are certified in this area.

MSTC's proactive approach in training new

employees, as well as encouraging continuous improvement in current employees, reflects MSTC's high standards. Several in-house and online training programs have minimum completion scores, which require competency in that respective area. Recent examples include required diversity training and bloodborne pathogens training for staff. Additional training programs are scheduled as issues arise in that particular area, as changes are made necessitating updates, or as legal standards require.

In-service sessions and College Initiative Days are held twice a year for instructors and administration; support staff attend in-service sessions once yearly. Each year, MSTC sends two support staff members to The Great Support Staff Retreat. The sessions keep employees informed of new and upcoming college initiatives, introduce new ideas, provide professional growth, and to motivate employees.

Each year two staff members are invited to participate in the Wisconsin Leadership Development Institute (WLDI). This institute is committed to the ongoing development of future leaders of the WTCS.

Each MSTC employee responsible for the delivery of instruction or the management of one or more programs must obtain and maintain instructional certification as governed by the WTCS Board. Employees maintain certification by participating in approved courses, gaining appropriate occupational experience, or participating in other approved professional activities intended to help the instructor grow and become more effective in the classroom.

All employees are encouraged to attend job-specific conferences, seminars, and training offered by external resources in order to enhance personal growth and development. Each of the four employee groups has educational reimbursement programs available to them as well as the ability to apply for professional development funds to help defray the costs of professional growth opportunities (Table 8P08a).

4P10: Evaluating personnel

MSTC's performance appraisals are a tool for supervisors to provide feedback and guidance to employees regarding performance in day-to-day duties and responsibilities as well as annual goals. MSTC defines the dimensions and competencies required to perform successfully in a position. These dimensions, as well as MSTC's Core Values, are incorporated into the performance evaluation.

Sample performance evaluations are distributed to new

employees upon hire to make them aware of the areas in which they will be evaluated during upcoming evaluations. Evaluations are conducted periodically during probationary periods. Supervisors and employees sign the evaluation forms acknowledging that discussion took place and evaluations become part of the employee's personnel file.

MSTC's Strategic Directions (Table 5P02a) are set forth by the Board of Directors. From the Strategic Directions, the Executive Committee sets the annual College Goals (Table 5P02b). From the College Goals, the manager and employee together form goals that will help MSTC meet its goals. The goals set by the manager and employee include measurable outcomes and are detailed on the annual performance appraisal; goal attainment is evaluated throughout the year.

4P11: Designing recognition, compensation and benefits

At retirement, retirees are recognized at a College retirement reception and are awarded a retirement gift.

Human Resources strives to attract, retain, and develop individuals with the appropriate skills to positively support the Strategic Directions and College Goals. MSTC conducts salary surveys for positions; salary and wages are competitive with other educational institutions and are above average for MSTC's area.

Human Resources conducts benefit systems analyses periodically to ensure benefits are comparable to other similar institutions. The department actively manages benefits costs by providing incentives for staff members to choose lower-cost, high quality plans. Employees choosing such plans pay reduced premiums for the selected coverage.

MSTC provides an excellent benefits package including health, dental, vision, long-term disability and life insurance; a flexible spending account; a tax-deferred savings option; participation in the Wisconsin Retirement System; paid holidays, vacation, sick, personal, and professional leave; opportunities for professional growth and development; tuition reimbursement; an Employee Assistance Program; and a Wellness program.

4P12: Determining key motivators

The primary means for determining key issues related to the motivation of MSTC's instructors, staff, and administrators is through communication via an open door policy. Employees are encouraged to become

informed about MSTC and are free to explore areas of concern. If employees have a question, problem, or complaint about their job or MSTC, they are encouraged to discuss the issue with their supervisor, who is their first source for MSTC information. Supervisors handle the majority of concerns or help the employee get information as needed. MSTC values the ideas and opinions of its employees. If employees encounter a communications problem with their supervisor, they are encouraged to contact Human Resources for advice and assistance. Additionally, Campus Conversations are held at the campuses, in which the Vice Presidents of Student Affairs and Information Technology and Academic Affairs discuss key issues in their respective areas and answer questions employees may have. The Vice President of Human Resources holds open question and answer sessions with the various employee groups to address concerns and issues employees may have.

Another way MSTC determines key issues is through the use of performance appraisals, in which key issues of employees may be discussed. MSTC also determines key issues through negotiations with employees as they voice their concerns in areas they would like to have improved. Additionally, employees leaving MSTC complete an exit interview to help identify if issues exist that relate to staff motivation.

MSTC routinely collects and analyzes electronic surveys provided to staff members after meetings such as in-service, CIDs, or Management Team. Feedback from the surveys provides direct evidence of employee motivation and is used to continuously improve subsequent meetings. The survey process is covered in more detail in Category 3.

4P13: Evaluating satisfaction and well-being

MSTC's culture encourages and rewards staff to express ideas and opinions in open forum discussions and individually. Formal and informal surveys are conducted throughout the year to measure employee satisfaction in a variety of areas including health, safety, and well-being. Health and safety have been topics at recent in-services and meetings, and aggregated feedback from the confidential electronic surveys is evaluated and shared with the attendees and with those in charge of planning for future events.

MSTC recently received an award from the governor for being a leader in Wellness in the State, which reflects MSTC's commitment to the well-being of staff. The mission of MSTC's Wellness program is to transform the lives of our employees and their families

through the power of teaching and learning about total wellness, encompassing physical, intellectual, spiritual, emotional, occupational, and social wellness.

A number of factors are evaluated to assist in determining the Wellness program offerings provided each year. Data from confidential aggregate reports provided by MSTC's insurance providers and health risk assessment and biometric screening vendors, national trends, and employee interest surveys are evaluated. Programs are designed to target those areas of greatest risk or need, and are evaluated to determine their level of employee satisfaction and return on investment, when applicable. Employees are encouraged to live healthy lifestyles and receive educational materials in a variety of ways to remind or review with their families. MSTC provides interactive wellness opportunities including walking and nutrition programs, exercise classes for fitness and relaxation, and on-site chair massage for stress reduction, to name a few. MSTC collaborates with the cafeteria and vending representatives to offer convenient, healthy alternatives in food service, catering and vending.

MSTC offers a generous benefit package including an Employee Assistance Program (EAP) that provides confidential assistance to employees with personal issues, as well as wellness and mental health benefits through MSTC's health insurance provider.

Employees receive safety information and training in a variety of ways, including through in-services and meetings, as well as electronic and hard copy methods. New employees receive a number of items regarding safety during their first week of employment. Detailed campus maps are provided with entrances, exits, fire alarm stations, and defibrillators identified. Employees with CPR/AED training are identified, as well as emergency contact information for local agencies at each location. Emergency Reference Guides are also distributed to all staff, and they also receive a conflict management training DVD, which they are asked to review on an annual basis. In response to concerns regarding campus-wide notifications and security, MSTC recently added telephones to labs and classrooms, installed an intercom system for emergencies, and security cameras in various areas throughout the campuses.

Employees are informed of MSTC's Standard Precautions practice regarding bodily fluids and those determined to be at greater exposure receive training regarding Bloodborne Pathogens. A central database has been developed for Material Safety Data Sheets, and several Right-to-Know Stations have been installed for staff to reference should there be a chemical spill or accident. Incident and accident report

forms and processes are in place for appropriate reporting to inform key staff, and to follow up to analyze and improve processes. A Hazard Communication Plan including a program involving hearing protection is in place for the Maintenance Department. MSTC also has a Chemical Hygiene Plan and designated Chemical Hygiene Officers at each campus location. A Disaster Recovery Plan for MSTC has been drafted to address business continuity in the event a disaster should occur. Plans for review and distribution are in progress for the key staff who would be involved in disaster recovery efforts.

MSTC collaborates with liability insurance and workers compensation carriers, who assist MSTC in monitoring and testing in-place systems. MSTC provided ergonomic education and evaluation; a number of workstations were improved as a result.

With work-life balance needs and flexible hours becoming increasingly popular benefits, MSTC recently moved employee schedules to a condensed work week during the summer. This shift enabled staff to have more time with their families, and allowed them to save time and money in transportation. The follow-up satisfaction survey proved it to be a success in a number of ways. It also helped the environment by using less energy and emitting less pollution, which is in line with MSTC's movement toward becoming greener, thereby providing a sense of well-being for staff. HR staff met with representatives from employee groups in advance to consider the needs and well-being of all summer staff, and the adjusted hours were agreed upon prior to implementation. Overall, feedback from employees on summer hours has been positive, and MSTC is implementing changes to address concerns staff members identified.

Results

4R1: Measures of valuing people

MSTC uses several measures of valuing people that are collected and analyzed regularly. These include measures related to health and safety; performance of employees; ongoing training needs; employee satisfaction, and overall salary and benefits.

- Increase in minority hiring percentage
- Applicant by referral source
- Candidate diversity
- Voluntary turnover rate
- Completed exit interviews
- Exit interview ratings
- Biometric screening satisfaction
- Health insurance savings

- Expenditures for training and tuition
- Biometric screening participation
- Bargaining unit formal grievances

4R2: Results for valuing people

MSTC increased its focus on employee health and safety since 2006, as discussed in 4P13. The Wellness and safety program has been expanded to all three campuses; the variety of Wellness options and activities increased. Human Resources surveyed employees to determine what programs and activities they would like to see offered and participate in. The number of participants in the annual biometric screening almost doubled from 2009 to 2010 (Table 4R02a), which reflects the value employees place in wellness programming. Because MSTC values employees and their opinions, a number of wellness surveys have been conducted; MSTC analyzes those results to determine what employees value. MSTC learned that the best-attended Wellness event traditionally has been the flu vaccination program, which also includes health-insured spouses. As a result, MSTC expanded the flu vaccination program into a health fair in 2009 and invited health and wellness vendors to provide employees additional opportunities to learn. Staff members are very satisfied with the screenings (Table 4R02b). Because musculoskeletal claims continue to rank highest in MSTC's health insurance claims data, bone density screenings were also offered, which gave employees and their spouses a snapshot of their bone health. They also received information about preventing osteoporosis through proper nutrition and exercise. Surprisingly, 83% of participants in 2008 had never had their bone density tested before. Since that time, 35% of this year's participants reported they have made lifestyle changes after receiving their 2008 results (Figure 4R02a).

The voluntary turnover rate at MSTC is low (Table 4R02c); hiring continues to fill vacancies and expand in key areas. MSTC experienced an increase in the diversity of candidates hired since the inception of its new recruiting system in 2008 (Table 4R02d); the increase is notable because in the last year, minority applicants made up less than 10% of all applicants for MSTC vacancies (Table 4R02e). MSTC achieved

Table 4R02a: Biometric Screening Participation

Year	Participants
FY2007	38
FY2008	89
FY2009	67
FY2010	121

candidate diversity by publishing vacancies in a wide array of media (Table 4R02f).

Through the ongoing performance appraisal process, managers communicate with employees on a regular basis. When deficiencies are identified with a particular employee, managers work collaboratively with employees on development, mentoring, coaching, and training opportunities.

MSTC conducts surveys of employees to determine specific areas of training they would want for their growth (Category 3 addresses surveys in more detail). An example includes College Initiative Day committees with instructors wherein the committee members determine topics from which the agenda for the training days evolve. Other examples include surveying the clerical and custodial groups for specific job-related training for their annual in-service. From that information a variety of speakers and vendors are brought in to provide training requested by employees.

MSTC conducts exit interviews with retiring or departing employees to determine employee satisfaction throughout the employee's career with MSTC (Table 4R02g). The exit interview focuses on

the employee's satisfaction related to working environment, manager relationships, compensation and benefits, and development opportunities. Departing employees are asked to rate MSTC against other local employers; results of the exit interviews are shared with the employee's manager and leadership team (Table 4R02h).

One measure of MSTC's culture is the number of formal grievances filed by members of the various bargaining units. The collaborative culture is shown by the number of grievances, which have decreased significantly since 2006 (Table 4R02i).

MSTC continues to invest in spending on staff development and tuition reimbursement; between 2006 and 2009 expenditures increased 128% (Table 4R02j). Since 2006 MSTC awarded nearly \$90,000 in professional growth funds to instructors and staff; spending was temporarily suspended in FY2009 when the WTCS reclaimed significant grant funding. Funding was fully restored in FY2010 (Table 4R02k).

Lastly, MSTC participates in a number of compensation and benefits surveys and receives comparative data from the local market as well as from within the WTCS. These data are analyzed to ensure MSTC is competitive.

Figure 4R02a: Staff Member Lifestyle Changes

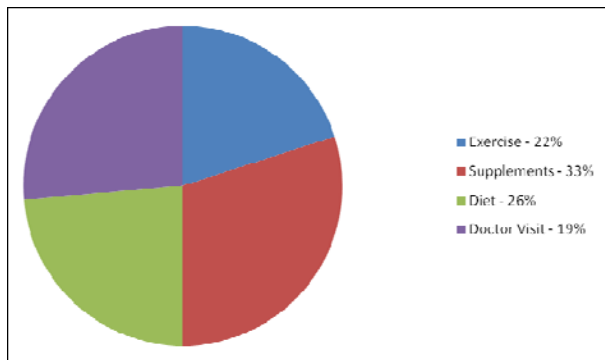


Table 4R02b: Trends in Employee Satisfaction with Biometric Screening

Satisfaction Rating	FY2008	FY2009
Overall quality of screening staff (satisfied/very satisfied)	100.0%	100.0%
Overall satisfaction with screening program quality (satisfied/very satisfied)	98.4%	97.7%
Quality of the blood draw experience (satisfied/very satisfied)	98.4%	97.7%

Table 4R02c: Voluntary Turnover Rate

Fiscal Year	Turnover Rate
2006	5.4%
2007	3.7%
2008	2.3%
2009	1.3%

4R3: Evidence for effectiveness

Over the last two-year period, MSTC increased enrollment by over 25%. MSTC has been able to serve this additional capacity without adding more staff. The decision to handle the increased enrollment without increasing regular full-time staff is a reflection of MSTC's conservative approach toward managing resources for what may turn out to be a short-term enrollment trend. This outcome was achieved in part through efficient class and staff scheduling and a

Table 4R02d: Increase in Minority Hiring Percentage

Fiscal Year	Increase over prior year
2005	0
2006	0
2007	33%
2008	33%
2009	50%

continued investment in training and development (Tables 4R02j and 4R02k). MSTC also used more adjunct staff to help with additional sections.

During this time period, MSTC increased the number of flexible schedules for instructors, which met student demand for having more class offerings Monday through Thursday.

MSTC conducted a survey and monitored student library usage, resulting in modified library hours.

MSTC used technology and best practices in the HR department to free up one employee's time to be used on Wellness and Safety initiatives instead of routine administrative work.

In collective bargaining with custodial employees, MSTC negotiated the ability to change duties of some of the staff to allow for staff to travel throughout the district to work on short-staff situations or where there is a problem with systems. In that bargaining, MSTC also provided for greater flexibility in scheduling assignments at the Wisconsin Rapids campus. As noted in Table 4R02i, formal grievances from all represented employees dropped sharply.

4R4: Comparative results

In comparison with other higher educational organizations within the state and with public and private organizations outside of higher education within the district, MSTC's results are above average in terms of what is provided in respect to health and wellness. In meetings with local health departments, area coalitions, the Wellness Council of America, and other technical colleges in the WTCS, the organizations brainstorm, share best practices and stay current with wellness trends and initiatives. MSTC is a leader in wellness in the community, providing comprehensive wellness programming for staff. MSTC is one of the few technical colleges in the state to have received a Governor's award recognizing MSTC's commitment to building an environment that enables employees to develop and maintain lifelong healthy behaviors. MSTC was also recognized in a study conducted by the State of Wisconsin Department

Table 4R02e: 2009 Applicant Diversity

Self-Identified Race/Ethnicity	Applied	% Total
American Indian/Alaska Native	19	1.2%
Asian	66	4.1%
Black or African American	49	3.0%
Native Hawaiian/Pacific Islander	4	0.2%
White	1,480	91.5%

of Health Services Nutrition and Physical Activity Program for initiating healthy selections in vending machines for students and staff.

As noted in Table 4R02h, employees are highly satisfied with the way in which MSTC values employees; MSTC is rated average or above average in every category surveyed. The survey, completed by staff members leaving voluntarily, provides tangible proof of some ways in which MSTC values people.

Improvement

4I1: Recent improvements

MSTC has made a number of recent improvements in Valuing People, which are related to health and safety,

Table 4R02f: 2009 Applicant Referral Source

Referral Source	Applicants
AcademicCareers.com	6
Careerbuilder.com	139
CCJobsOnline.com	4
CCollegeJobs.com	2
Chronicle of Higher Education	37
Former MSTC Employee	2
HigherEdJobs.com	66
InsideHireEd.com	1
Jobing.com/wisconsinjobs.com	35
Marshfield News-Herald	20
MSTC Employee	84
MSTC Website	490
Monster.com	7
Phone Inquiry	2
Stevens Point Journal	23
Walk-In	5
Wausau Daily Herald	11
Wisconsin JobNet	181
Wisconsin Jobs Bulletin	14
Wisconsin Rapids Daily Tribune	77
Wisconsin TechConnect	10
WisconsinJobNetwork.com	62
Other	106

Table 4R02g: Departing Employee Exit Interviews

	2006	2007	2008	2009
Employees Interviewed	26%	30%	20%	10%

compensation and benefits, hiring and orientation processes, and culture.

MSTC created an entire safety program, which includes emergency reference guides, a Conflict Management DVD, providing CPR training to employees, and creating a threat assessment team to provide a safer environment for employees. The fitness center has been improved with new equipment and facility improvements. As discussed in 4P13, the wellness program has been improved with a number of on-site activities such as yoga classes, chair massages, and wellness fairs being offered to employees.

In terms of compensation and benefits, MSTC now offers vision insurance to employees as well as no-cost health insurance through a narrow network provider. In 2010, MSTC offered biometric screening for all employees at no cost.

Recently MSTC reviewed the adjunct hiring and orientation process and is now offering face-to-face orientations for adjunct instructors each semester as well as making the process more efficient for managers so that they may spend more time with the adjunct on academic issues.

MSTC leadership has made itself more available to employees to discuss issues and concerns through a number of ways including Campus Conversations hosted by the Vice Presidents of Student Affairs and Academic Affairs, in which employees are encouraged to attend meetings to find out what is going on at MSTC as well as ask questions of leadership. Additionally, the Vice President of Human Resources conducts open question and answer sessions with the various employee groups to provide an opportunity to express concerns and ask questions, which fosters an open door environment.

The Human Resources team regularly meets to evaluate the effectiveness of MSTC's processes and performance results for Valuing People. When it is determined that improvements need to be made, recommendations are brought to the leadership team, Deans Council, or the Board. The Executive Committee addresses Valuing People weekly; every monthly Board meeting also addresses improvements related to Valuing People.

4I2: Culture-driven process improvements

For a description of how MSTC's culture and infrastructure help drive planning and continuous improvement, see 9I2.

Table 4R02h: Exit Interview Satisfaction Results

Exit Interview Satisfaction Ratings of Average or Above Average for MSTC's:	Percent rating:
Scheduled work hours	86%
Time-off allowances	86%
Holiday benefits	92%
Sick leave benefits	99%
Insurance programs	100%
Retirement benefits	100%
Employee services	100%
Base pay compensation	93%
Opportunities for advancement	64%
Opportunities for professional development	66%
Performance appraisal process	93%
Quality and effectiveness of supervision	86%
Contacts with managers above supervisor	79%
College rules, policies, procedures	92%
College communications	73%
Equipment, tools, machines, etc.	79%

Table 4R02i: Formal Grievances by Represented Staff

Year	Formal Filings
2006	9
2007	0
2008	0
2009	1

Table 4R02j: Spending on Staff Development and Tuition Reimbursement

Year	Expenditures
2006	\$48,284
2007	\$54,398
2008	\$89,453
2009	\$110,001

Table 4R02k: Professional Growth Fund Activity

Division	FY06	FY07	FY08	FY09	Total
Acad Affairs	2	3	2	2	9
Acad Divisions	33	40	35	17	125
Finance	1				1
Info Technology	1	2	2	1	6
Student Affairs	8	1	2	1	12
<i>Total Apps</i>	45	46	41	21	153
<i>Total Dollars</i>	25,079	22,930	27,908	13,807	89,724