Wayne College Staffing Plan

Purpose

The purpose of the Wayne College Staffing Plan is to identify and set forth principles and guidelines to help the College optimize the utilization of its human resources to achieve its mission, vision, and strategic goals.

The Staffing Plan is derived from the College's overall Strategic Plan and is linked to it at the following priorities/activities: 1C, 2C, 3, 4A, 5B, 5C, 7D, 7E. It is not expressly a plan for the hiring of specific positions over a specific time frame (though, within the University's planning model there *is* such a schedule for the hiring of full-time faculty over the next several years; and Wayne College has developed its schedule accordingly). It is, rather, a statement of the values and goals upon which staffing decisions will be made at the College.

Values/Beliefs

Wayne College will base its human resource strategies on the following principles:

- Staffing should reflect and address the overarching College goals of establishing and supporting the optimal teaching-learning environment, excellent service, and the College's commitment to the principle that Wayne is a place where "the student comes first."

- The quality of the staff is a critical element in the College succeeding in the accomplishment of its mission and vision.

- Employment at the College involves a commitment from both the College and the employee, and the mutual benefit derived from the reciprocal relationship should enhance both.

- Professional development should be part of the College's commitment to staffing. The goal should be to help all members of the Wayne College family improve their knowledge, skills, and abilities so that they are best able to provide excellent service while carrying out the College's mission.

- The culture/environment of the College is an important value to be maintained as staffing decisions are made.

Priorities

As it acts on the values/beliefs noted above, the College will address the following priorities in its human resources work:

- Flexibility and adaptability, including cross-training and multi-skill hires
- Optimal staffing levels and ratios: including desired part-time/full-time numbers and ratios for faculty and staff
- Alignment with Strategic Plan: supporting the goals and vision of the College as it looks out over 3, 5, and 10 years
- Development: committing resources to the professional development growth of faculty and staff
- Support: including orientation and mentoring programs for new hires
- Assessment: conducting periodic analyses of 'skill inventories' relative to evolving needs to sustain and grow programs and services
- Evaluation: establishing and maintaining a performance review model that recognizes, rewards, and reinforces achievement and provides opportunities for growth and improvement
- Monitoring: reviewing and adjusting this plan and human resource Efforts at the College to assure for continuous improvement

Actions

In order to move the Staffing Plan to action, the College will:

- Do an analysis/assessment to determine where the gaps in services and capacity are such that the following questions can be answered:

  How do we know where the gaps are?

  How are these gaps related to staffing (levels and skill inventory)?

  What does the College do about it?

  The analysis will have two components: a series of questions to which a specific set of colleagues will respond in writing (the Leaders Group and selected others).This

will be followed with one-on-one interviews conducted by members of the Staffing Plan Work Group with each respondent.

- The College will develop a response to the gap analysis (above), including recommendations and potential strategies.

- The surveys and interviews will begin in the summer of 2011 with the goal of having all the data gathered by the end of fall 2011 semester.

- The following questions (or derivative forms thereof) will comprise the survey:

  Are there things that you (your office/department/area) cannot do now that you should be doing?

  What resources would it take for you to accomplish the above?

  Are there things that you are doing now that you do not necessarily need to do, that have too small a clientele for continuation?

  Are there things that you are doing that you could do more efficiently?

  Are there things that the College is not now doing that it should be doing?

  Are there things that the College is now doing that it should not be doing?

  Are there things that the College is now doing that it could/should be doing more efficiently?

  How does the College remedy that inefficiency?

  Are there services, programs, etc. that specific areas of the College (not yours) could/should be done away with?

  What do you think your area/office/department will be like in 3-5 years? What will its daily operations be like?

  How many FTE staff members are there in your department now (including you)?

  If enrollment at the College remains relatively stable over the next 3-5 years (2,500-2,700 students), how many FTE employees will you need in your area?

  If enrollment at the College increases to 3,000 or more over the next 3-5 years, how many FTE employees will you need in your department?

If enrollment at the College declines back down to 2,000-2,200 over the next 3-5 years, how many FTE employees will you need in your department?

What (in addition to just the sheer number of students) are the factors that you take into account when determining the staff requirements you just noted in the items above?