

## **6. Insights and Recommendations for 2008**

Presidents' Council reviewed and discussed the climate survey and its implications over several meetings in November and December. The recommendations are grounded in the key areas of communication, problem-solving and decision-making and need to be addressed together. Effectiveness and empowerment are critical to the success of the college becoming an even more effective team.

The focus of the work is relationship based and includes building capacity for all members of the college community to gain and use skills for the continued long term improvement of organizational health.

### **Administrative improvement**

- Ensure that all leaders and management increase their skills in communication, problem-solving, decision-making and conflict resolution/management.
- Make available more "face to face" communication as often as possible.
- Create an exempt staff discussion and development time to discuss issues identified in the climate survey. This forum's intent is to increase understanding and identify specific tools to assist the administrators in their roles.

### **Work Group(s) Improvement**

- Engage all work areas in conversations and reflections from the 2008 climate survey. The outcome is a discussion of the survey and its applicability to a work group.
- Have intentional conversations in every work group, department and division on the meaning of "safe," "team," and "effective." Provide individual and team assessments as options for work groups. The goal is to build an understanding of self and others and create the opportunity for improvement for every work group.

### **College-wide Improvement**

- Define shared governance and commit to improving shared governance at Clackamas. This is a discussion that would begin at Presidents' Council and move through the organization through College Council and standing meetings of the college.
- Create capacity for all employees to have more training and opportunities to increase their skills in communication, problem-solving, decision-

making and conflict resolution/management. This can include but is not limited to appreciative inquiry, how to use FYI, role playing difficult conversations, etc. Encourage all staff to build skills that can enhance their own personal effectiveness and their team's effectiveness.

- Continue the communication efforts. The overall communication can improve by considering the communication suggestions in the survey and intentionally implementing ones that can be sustained. This is an effort to be coordinated through College Council.
- In college communications decisions need to be communicated in ways that emphasize the strategic and long term planning aspects, not just the short term effects.

**Overall recommendations to the college community:**

- Emphasize and commit to the college's value statement: everyone is expected to be engaged and be a participating problem solver.
- Engage and take personal responsibility for making teams more effective.
- Take advantage of training opportunities.
- Take advantage of opportunities to give input and ideas in many venues: FYI, Surveys, face to face meetings, etc.