



Employee Engagement Open Forum held Tuesday, May 28, 2013

Group 1: Communication

Top Processes that Require Streamlining From a Pan College Wide Perspective

1) Communication

- We are good at starting things but not completing them. (i.e.: IT work orders closed but nothing done). Suggestion to the person who initiates work orders should be the person who closes it.
- Be aware of not masking issues with communication breakdown.
- Progress is very slow. Not that things are not communicated, there is no knowledge since something is started. Less about community, more about information flow, both ways. Standardization. No email procedure. Reply all? Why? Less about community building, is there an information flow.
- Issues – not knowing about the completion. Where are we in a Digital College? In the Innovation Centre there are a number of projects that feel abandoned. Many people unaware of projects because of turn over. Recently experienced an over communication/borrowed a laptop/57 emails to communicate about this transaction. Don't read things that

Solutions/Recommendations:

1. Need a Communication plan. On-line forum to openly shared ideas and feedback.
 - a. How do we communicate around the strategic plan and how everyone fits in? How the College is working towards this? How can we impact? Business model can be applied – a unique and distinct “value proposition” Deals with customer segment. Pain and gain points. Everyone knows it in the operation. The one basic guiding principle.
2. Encourage face to face feedback (on a frequent basis).
 - a. Need to be able to provide safe forums for feedback. Set of rules in order to do this constructively. There should be a structure. Lunch and Learns on how to give honest

<p>come through a master list. Filtered to a folder/go back and look later.</p> <ul style="list-style-type: none"> • My Algonquin – We don't need to recruit from this venue. Needs to be more important than what is communicated there. You can make filters for other sites/why not ours? Indigo Books – Live coverage to the public – stores that have made the changes. Put out a call for opinions. • Immediately lets us know the problems you are having – bring it us and nothing happens. Encouraging critical thoughts brought forward by employees. Encourage descent – lets them have a say. Constructive thought to enhance communication. What walls can be brought down to allow people to speak up? The longer people are here the less they speak frankly. They see problems brought up and nothing done. <p>The ideal environment allows for time to connect. What would be the type of environment would you like to make connections outside your own department? If you had time what would be the best environment</p> <ul style="list-style-type: none"> • This is a good start. Open forum • Opportunity/seniority/open to everyone like front line. Love to be part of this but where is the RO, cashiers? No culture that they are included. This type of open communication should be available to everyone. 	<p>feedback.</p> <ol style="list-style-type: none"> 3. Provide clear communication and understanding on how decisions are made. <ol style="list-style-type: none"> a. How are decisions made and what information can be shared to close the loop on the feedback to help eliminate feedback. Something the layperson can understand. Breaking down misconceptions of what happens in each department. What is the financial reality? Why decisions are made? If you don't understand how decisions are made and who is paying for this. Value in finding out everyone's objective. Can cross
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| <ul style="list-style-type: none">• There are people who could have been here but are cynical about the process.• Faculty, support and administrative all together. Usually I get to see people three times a year. More sessions to come together. Many Support Staff don't understand what is happening <u>as they are not able to attend any sessions like this.</u>• Noon Breaks (2hours on Wednesday) - No classes so a community is built. Are the coffee breaks enough?• Vanier has an hour on Thursday, close services – People who are having success – challenges – opportunity to have peers helping peers. One team, stop referring to people as their HR label. An easy first step. Analytics from today need to be sent out ASAP.• All had meetings with their faculties – Turnout was very low• There are silos with on line, part time, and full time. We need to know who is doing what as there is duplication on courses offered on line but not being communicated to the proper groups.• Missing – Transparency – not an intentional lack – preceded lack of transparency. Assumptions of people knowing what is going on – If I know you must know. Make a real effort. Communicating how decisions are made. If policy is explained – the “why” of what I am doing. Has to go up the | |
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chain, down and across the lines.

- Departmental goals for each area so other people have a chance to feed back to help come to the goals. The more I know about what is happening across the college the better.
- Allow me to do my job to work towards a strategic goal. Silos – major issue. Doing work that is being done in other departments. We know the strategic plan but how is this going forward, how is it being implemented? We hear from senior management once in a while – How can I support those strategic initiatives? Know on a regular basis. Need to understand how things impact my department. More information on a regular basis vertical and horizontal.
- Want to know more about our financial shape. Maybe it is out there but we are in the dark about the way we operate. How are FT positions created? A snapshot – read budget but I don't know how it affects me. Help quell anxiety.
- Going on strike – an opportunity to know people more. Didn't entirely agree – it was bonding. Had a lasting effect.
- After the video of the accomplishments I felt more engaged. I did not know that all of these things were happening. If the college can do this more often, show us what is going on. Motivates people to participate. To be able to join

in the success of activities.

- Decision making seems to go to the Deans and Chairs – if we mixed it up we would be able to contribute on a different level. You don't see everything that is happening. Should have a variety of members participate in the college committees.
- BOG gives a snapshot – don't know this is on the site for everyone to see. Who has the responsibility? Nothing private about this. 50 pages a month to par down. PDF and make people more aware.
- Weaknesses – competitive – looking at the great institutions. They encourage debate – it is respectful- brings people together – helpful not hurtful. Anything we can do – debate creates solutions in a safe environment. Issues not being forwarded.
- 5 buildings faculty of health- so many areas, hard to communicate. Out of sight out of mind. You may not know what is happening elsewhere.
- Pembroke is meeting often we should too
- Emails down in numbers, don't see coworkers. Only consistent communication from Algonquin College is Good Morning Algonquin.
- Accountability – read what is sent to you. Constructive – not conflict – bring

together strength. Would like to see coordinators – facilitators – leverage strengths of the team. Safe environment to bring forward feedback.

- Had access as a supervisor because of the way we communicate. Feels good to be here to discuss solutions – respectful. Contributing to change of the culture. Senior management – face to face goes a long way to build bond. Need to know senior management is part of my team. Strong desire to make this the best college we can be. Even a 30 minute staff meeting on a rotational basis would help in getting to know people through open discussions. Need to talk to each other about things that matter to us.
- Let's talk to each other. All about starting a conversation. Have to come back. Critical to give opportunity to talk but to come full circle. Need to feel that my contribution is valid. If something is to be done or not to be done it needs to be communicated. We can't know everything but if we are aware of why decisions are made. Communicate about why things are not done.
- Missing part-time teachers as part of the community. So busy often they are not included. One PT teacher carried her boots and coat for months because she didn't know there was a place to put them. Pay them for out of classroom work. Treat as part of faculty.

No resources to do meetings. Reluctant to complaint as they want to become full-time or pick up the next session. Don't want to be a trouble maker. Is it really true that the college can't afford to hire full-time?

- Descent – positive deviance – the unfortunate things people don't feel comfortable speaking to Deans. If we can listen to people!
- Big barrier, paradigms – breaking it down and finding the realities. You don't see the human side of accommodation, sick leave – it is all of that. Breaking down is the first step.
- Communication can't just be responsible for receiving the communication. It is difficult to assume that people are reading My Algonquin. You get feedback about what I sent. Why should I clutter inboxes?
- Need to communicate failures and not so successful – to encourage people to try new and innovative things. We need to know it is okay. Share so everyone else doesn't try and learn lessons that we learn. We should celebrate all things we try.
- “What would happen if IKEA owned a College” The company had an engaging strategy. You could comment; 3 options: (1) Provide feedback to writer. (2) Report a bug. (3) Provide additional information.

<p>a. Can look at the outcomes, should be able to contribute to this. On track, behind schedule, closed. A forum could be set up through media sites. Put in practical problems/do not call them challenges /pain points that hold us back. Then senior management could call a session.</p> <ul style="list-style-type: none">● We lack the communication strategy through employees and department. Right now we have no unified strategy.	
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