

## Growth Planning and Support (GPS)

Salt Lake Community College appreciates the time, hard work and contributions of all our employees. We want our employees to be successful in their employment and have opportunity to learn and grow. We are excited for what you do and what you can do.

The GPS (Growth Planning and Support) Program at the College provides opportunities for supervisors and employees to meet and have important conversations, such as discussions of goals, tasks, career conversations, self-reflection and checking-in on a regular basis throughout the year. As employees and supervisors participate in GPS discussions, channels of communication can be opened so both the supervisor's and the employee's jobs are enhanced. Employees are more effective, motivated, and dedicated when they know what is expected of them and when they can see how their work impacts the achievement of departmental and institutional goals.

### SLCC'S MISSION, VISION, AND VALUES

#### **SLCC VISION**

Salt Lake Community College will be a model for inclusive and transformative education, strengthening the communities we serve through the success of our students.

#### **SLCC MISSION**

Salt Lake Community College is your community college. We engage and support students in educational pathways leading to successful transfer and meaningful employment.

#### **SLCC VALUES**

We don't just state our values; we live them through dedicated, collective effort. Our values ground our future endeavors and help us realize our mission of being an open-access, comprehensive community college committed to the transfer education and workforce needs of our students.

- Collaboration
  - We believe we're better when we work together.
- Community

- We partner with our community in the transformative, public good of educating students.
- Inclusion
  - We seek to cultivate an environment of respect and empathy, advanced by diverse cultures and perspectives.
- Learning
  - We learn as a college by building outstanding educational experiences for students and by supporting faculty and staff in their professional development.
- Innovation
  - We value fresh thinking and encourage the energy of new ideas and initiatives.
- Integrity
  - We do the right things for the right reasons.
- Trust
  - We build trust by working together in good faith and goodwill to fulfill the College's mission.

As employees meet their individualized goals through GPS from their supervisors, departments will have a greater opportunity to meet their goals. As departments meet their goals, the College's vision, mission, and values can be fully supported. In addition to goal achievement, GPS can enhance the relationship between employees and their supervisor.

Starting fiscal year 2022, an Etrieve form that acknowledges the completion of GPS meetings will be required each time you complete a formal conversation. The employee will initiate the form and the supervisor will review, approve, and send the form to Human Resources for tracking purposes. This form is due to HR by October 15th and April 15th each year. A form template is available as a working document between the employee and supervisor and does not need to be filed with Human Resources. It is to be used as an internal document to help with the GPS program between a supervisor and employee. If departments/Supervisors develop their own form, the SLCC value goal must be present on the form.

# GPS Timing

Semi-annual discussions between the employee and supervisor are to be established. Below is a recommended schedule. Supervisors may adjust the meeting schedule, but ideally meetings are around six months apart.

→ Discussion before April

Suggested Conversation points:

- SLCC 360
- Strategic Plan
- Goals for the Upcoming Year(s)
  - Large goals may need to be broken down into small goals
- Professional Development for Upcoming Year

→ Discussion before October

Suggested Conversation points:

- College Values
- Job Description review
- Fiscal Year Review
- Review Fall Semester Processes/Outcomes
- Upcoming IBP preparations

In-person meetings are ideal. However, there are several resources a supervisor can use for the GPS meeting, such as Email, Jabber, Zoom.

The GPS meeting can be initiated by either the employee or the supervisor. The supervisor is responsible for making sure the GPS meetings take place. Ample time for preparation shall be given to both the employee and supervisor, regardless of who initiates the meeting.

It is recommended that at the conclusion of one GPS meeting:

- The next GPS meeting date will be determined, with a two week in advance due date for document preparation.

- Depending on the upcoming goals and objectives, the meeting may be scheduled sooner.
- The preparation of the meeting will be completed by both the supervisor and the employee.
- Any notes or documentation regarding the GPS meeting should be accessible to both the supervisor and employee, especially when updates occur. Utilizing online resources such as Microsoft shared documents is a convenient way to always have them available. Be sure the supervisor and employee are the only ones to have access to the document.

Reviewing the GPS document together will give the employee and the supervisor a complete look at goals and expectations to move forward. Some goals may not be accomplished before the next scheduled meeting, creating smaller deliverables may be beneficial. During the meetings, updates should be given to gauge progress. Discussing new challenges or changes is necessary to keep the goal moving forward towards completion. GPS is always a work in progress.

At this time, there is not a direct correlation between GPS and merit. However, when the consistent application of GPS takes place, the supervisor and the employee can discuss merit pay for the upcoming year during the April meeting. Although the actual merit process begins in late April and early May, the conversation may be geared toward performance and accomplishment for the past year. The supervisor discusses the process of how they individually intend to apply merit. Sharing this information will make understanding merit clearer for the employee.

A merit program for full-time staff is under development and may have direct correlation between GPS and merit. As details are ready, the information will be shared with the College community.

The actual amount an employee's salary increase will be distributed through the Staff Salary Notification Letter distributed before July 1<sup>st</sup>.

# GPS Details

## Growth

Supervisors and employees will want to review what has been completed in the past and what growth can occur in the future. Some topics/discussion points suggestions are:

<b>Supervisor</b>	<b>Employee</b>
What goals and objectives have been achieved since the last meeting?	What goals and objectives have been achieved since the last meeting?
How is the employee doing (engaged in the work)?	What have I done previously to enhance my growth?
What assistance does the employee need to be successful (skills, assistance, time, training, etc.)?	What problems have been encountered in achieving these goals and objectives?
What are the goals the employee needs to work on moving forward?	What steps do I need to take to achieve the established goals and objectives?
How can I be a better supervisor for the employee?	How can I be a fully engaged and contributing college employee?
How do these new initiatives and projects relate to the strategic goals of the College?	

## Planning & Support

Once the review of the previous tasks, duties, and projects is complete, the planning and support of new endeavors begin. Both the supervisor and the employee work on these new items for completion. Many options are available on the [Staff Development](#) website to accomplish or to generate ideas of professional development.

<b>Supervisor</b>	<b>Employee</b>
What upcoming goals & objectives are needed for the success of the College and the department? How can I help you use your strengths more within your position?	What professional goals do I want to achieve? These are strengths that I would like to utilize more in my role: [share strengths]

Are there activities or other parts of your role that you want to do more frequently?"	
--	--

There are several resources available to assist in the GPS program. Resources include, HR, Staff Development, Staff Development Resource & Training Catalog, Strategic Planning, outside organization/certifications, etc. See GPS Resource page 7 for links and more information.

**\*\*Employee performance concerns involving day-to-day operations or significant time-sensitive issues should be addressed immediately; the supervisor should not wait to address these concerns or issues in the GPS meeting. By meeting immediately to discuss concerns from both the employee and the supervisor, expectations are addressed, and improvements are made quickly and more efficiently.**

The new GPS template form can be utilized as is or can be adapted to meet the needs of the department. Departments may create their own GPS form/tool to meet their specific needs. Any version of the GPS template must include a goal that focuses on one SLCC Value.

## GPS Ideas & Conversation Starters

Supervisors may ask the following questions as they prepare to engage in the GPS program:

- Have I clearly communicated the job expectations to the employee?*
- Are the tasks/projects SMART: Specific, Measurable, Achievable, Realistic, and Time-based?*
- Have the tasks/projects been discussed with the employee?*
- Have I made sure there are no barriers or obstacles in the way?*
- Is this a task/project that uses this person's talents and strengths or is it a means for development?*
- Have I told this person what I like about their past work so that the feedback can be applied?*
- Have I provided adequate coaching, training, resources, and support so the employee can be successful?*

Below are some ideas for employees and supervisors to utilize in the GPS program and development. These are not required but may be used.

1. Present at or lead a meeting(s) you do not normally run.
2. Take on a significant role for a task/project/activity that crosses departmental boundaries.
3. Put yourself in someone else's shoes (shadow, or job swap for a predetermined time).
4. Mentor someone in the organization.
5. Volunteer, and take a lead role.
6. Join a professional organization, and sign up for a committee of interest, or role within leadership.
7. Network to meet at least 6 new people at SLCC.
8. Do an information interview(s) with someone(s) whose role interests you and discuss what you learned with your manager.
9. Serve as coordinator of a search/interviewing team for an open position in your department and fulfill the role of key liaison with HR for this position opening.
10. Build a business case for a change in your department and present it to your manager.
11. Sign up to take part in a SLCC event or activity.
12. Do research on a topic that interests you and is related to your department, or SLCC, and present your findings at a staff meeting, or to your manager.
13. Create a process map for a service you provide to your customer groups and analyze it for potential improvements.
14. Form and lead a team to improve hand-offs between your department and one of your customer groups or departments.
15. Teach someone a skill or area of expertise you possess.
16. Become a member of a SLCC community group and take on a leadership role in the group.
17. Advancement of position through Talent Management program.
18. If applicable, attend Supervisor Essentials and/or training on Coaching.
19. If applicable, national standards for professionalism in your expertise or department would be beneficial.
20. Share the SLCC value goal and outcomes with team or department.
21. Participate in a staff development course related to EDI topics.

## Goals

### Sample Goals:

1. Increase participation in our events from underrepresented student communities by fall.
2. Enhance our marketing effort to include faculty and staff with disabilities.
3. Address gaps in part time employee awareness and communication through deep analysis of our programming by early spring.
4. Review policies for biased language to ensure equitable and inclusive environments with campus partners every semester.
5. Recognize and identify the use of binary gendered terminology and the use of legal names only in our internal forms. Work to include more inclusive language on our materials by next month.
6. Communicate resources to our colleagues at our next staff meeting to ensure they understand the undocumented student experience.

7. When in Zoom meetings, work to ensure that all voices are heard (if they want to speak) by encouraging alternative approaches to communication through chat.
8. Participate in professional activities this month that would increase my experience in interacting with people from cultural backgrounds other than my own.
9. As a hiring manager, work to ensure that search committees are made up of diverse committee members from a wide cross section of our campus community. Begin this process of reviewing all searches immediately.
10. Actively create a more welcoming and inclusive work environment within my team that is free of harassment and bullying.
11. In my next team meeting, ask those that are usually more talkative to wait until at least one other person has talked before they do. This leads to more inclusion in meetings and conversations.
12. Promote policies, practices, and procedures that are inclusive and sensitive to Veterans.



# GPS Resources

**COMMUNICATING WITH YOUR SUPERVISOR** - <http://i.slcc.edu/culture/hr/docs/Communicating-with-your-Manager-2016.pdf>

**EMPLOYEE RELATIONS** - It is recommended that supervisors have regular one-on-ones with employees. One-on-ones provide an opportunity for supervisors and employees to engage in meaningful conversations. When performance and/or conduct concerns occur, appropriate discussions should take place. If you have questions regarding corrective action or performance improvement, contact the Employee Relations Office.

**HUMAN RESOURCES** - <http://i.slcc.edu/culture/hr/index.aspx> or call ext. 4210 (one-on-one or department consultations depending on the needs of the supervisor/employees)

**INCLUSIVITY** - <http://www.slcc.edu/inclusivity/>

**LINKEDIN LEARNING** - <https://www.linkedin.com/learning/>

**OFFICE OF INFORMATION TECHNOLOGY** - <https://slcc.service-now.com/help/>

**OUTSIDE ORGANIZATION/CERTIFICATIONS** – depending on the organizations or certifications used within your department or the area you would like to learn more about, there may be specific trainings or resources for you to be involved in. For example: there are several certifications in OIT (C++, AJAX, Microsoft, etc.) Or organizations that are specific to the type of goals being set.

**POLICIES & PROCEDURES WEBSITE** - <http://www.slcc.edu/policies/index.aspx>

**PROFESSIONAL DEVELOPMENT CATALOG** - <http://i.slcc.edu/staff-development/calendar.aspx>

**STAFF DEVELOPMENT TRAINING** - <http://i.slcc.edu/staff-development/index.aspx>

**STRATEGIC PLANNING** - <http://www.slcc.edu/Plan/index.aspx>