

# TEXAS TECH UNIVERSITY QUALITY SERVICE & PROFESSIONAL DEVELOPMENT

## STRATEGIC PLAN 2007-2012

### MISSION STATEMENT

Quality Service & Professional Development (QSPD) partners with departments and individuals at the university to improve individual and organizational performance in support of business goals. QSPD uses a diagnostic approach to assist in analyzing problems and developing solutions to address issues related to customer service; organizational, management and employee performance; and interpersonal effectiveness.

### VISION STATEMENT

**Quality Service & Professional Development will:**

- set the standard for providing quality customer service;
- be the key resource for performance improvement solutions;
- be the innovator in employee learning; and
- be the quality service role model at Texas Tech.

### VALUES

**Pursuit of Excellence:**

We deliver excellent quality products to our customers.

We role model the *SERVICEplus* philosophy on a daily basis.

We seek to continuously improve our products and services.

**Mutual Respect:**

We recognize and value contributions, ideas, efforts and accomplishments of others.

We recognize and accept our responsibility to contribute to and maintain helpful and supportive relationships.

We seek first to understand and then to be understood.

**Integrity:**

We honor our commitments and value each others' time.

We serve as role models for what we teach.

## GOALS, BENCHMARKS, and STRATEGIES

### **GOAL 1. Customer Service: promote, teach, and expand the principles of the SERVICE*plus* philosophy.**

#### **Benchmarks**

- Customer satisfaction average ratings of 4.5 on a 5 point scale
- Consulting satisfaction average ratings of 4.5 on 5.0 point scale
- Course evaluation satisfaction ratings of 90% or better
- Instructor evaluation ratings of 90% or better

***Objective 1.1: Provide excellent service to internal and external constituencies.***

#### **Strategies:**

- Implement an annual Web-based customer satisfaction survey.
- Use customer satisfaction feedback to improve service quality.
- Implement consulting evaluation processes.
- Develop methods to evaluate learning transfer (level 3 and level 4 evaluations) for key programs.
- Partner with customers to design custom solutions to service issues.

#### **Assessments:**

- Customer satisfaction surveys

***Objective 1.2: Enhance department image and value to the university community.***

#### **Strategies:**

- Create an integrated marketing strategy to promote the products and services of the department.
- Conduct quarterly meetings with division heads and deans regarding needs and priorities.
- Enhance published materials to communicate a consistent image of the department.
- Document and submit best practices examples and case studies to professional organizations and publications.

#### **Assessments:**

- Customer satisfaction surveys
- Annual assessment report

**Objective 1.3: Support Administration and Finance (A&F) units' customer service efforts.**

**Strategies:**

- Provide template and support to develop customer service standards for each area within A&F
- Provide template and support to implement customer satisfaction surveys
- Provide follow-up support to develop improvement plans based upon customer satisfaction data.

**Assessments:**

- Annual assessment report

**Goal 2. Technology: maximize the use of technology in the delivery of services.**

**Benchmarks** (*measures of the degree of success over the next five years*):

- Reduced hours dedicated to data entry and specialized reporting.
- Improved turnaround time for reporting and Web site updates.
- Increased number of technology-based services provided.
- Increased customer satisfaction with products and services.

**Objective 2.1: Implement comprehensive, integrated administrative systems.**

**Strategies:**

- Acquire appropriate software (learning management system) to enable self-service for enrollment, tracking, and reporting processes for employee learning.
- Explore software to support managers' employee development plans and performance management processes.
- Explore software to enable e-learning development and deployment within a learning management system.

**Assessments:**

- Annual assessment report
- Customer satisfaction surveys

**Objective 2.2: Implement technology-based employee training and development.**

**Strategies:**

- Enhance staff skills to create appropriate technology-based courses for faculty and staff.

- Partner with administration and finance departments to develop e-learning solutions to support business processes.
- Evaluate current curriculum for transition to technology-based delivery.

**Assessments:**

- Annual assessment report
- Customer satisfaction survey

**Goal 3. Human Resources and Infrastructure: support employee success within the department and for the university.**

**Benchmarks** (*measures of the degree of success over the next five years*):

- Competitive pay rates based upon job responsibilities.
- Annual turnover rate is less than statewide turnover rate.
- 100 percent employees in department receive an annual performance review that includes a professional development plan.
- 100 percent department personnel are involved in professional development activities.
- 75 percent staff are actively involved in appropriate professional associations.
- 50 percent of professional staff received professional certification in area of expertise.
- Increased employee satisfaction levels about workplace issues.

**Objective 3.1:** *Recruit, and retain diverse and quality staff within the department.*

**Strategies:**

- Increase diversity within the department.
- Ensure that staff are effectively integrated into the department.
- Implement a structured process for recruiting and interviewing new staff.
- Assess employee satisfaction annually.
- Reward employees based on excellent work performance.

**Assessments:**

- Annual assessment report
- Employee satisfaction survey

***Objective 3.2: Provide resources to QSPD staff to effectively enhance individual job performance.***

**Strategies:**

- Assess knowledge and skill levels of staff within department; create individual development plans for each employee; and fund training and development opportunities.
- Encourage and fund appropriate professional certifications for department staff.
- Conduct annual equipment review to provide resources needed.
- Encourage and fund staff involvement and leadership in local, regional and national professional organizations.

***Objective 3.3: Support staff involvement in university and community service programs.***

**Strategies:**

- Identify current activities or events that provide service.
- Annually participate in at least one service activity or event for the community.

**Assessments:**

- Employee satisfaction survey
- Annual assessment report

***Objective 3.4: Support employee success at Texas Tech.***

**Strategies:**

- Partner with divisions to promote employee development opportunities and increase participation.
- Conduct needs assessments to prioritize employee learning needs and develop learning solutions.

**Assessments:**

- Annual assessment report

**Goal 4. Financial Stability and Accountability: strengthen fiscal stability and accountability.**

**Benchmarks** (*measures of the degree of success over the next five years*):

- Annual strategic plan aligned with A&F strategic plan
- Annual implementation plan is executed successfully and on time
- Annual expenditures do not exceed budgeted amounts

- HUB expenditures are maximized as percent of total expenditures

***Objective 4.1: Promote administrative accountability***

**Strategies:**

- Develop annual implementation plan to achieve key objectives.
- Conduct annual strategic planning and assessment review to update department strategic plan.
- Publish annual assessment report and strategic plan on department and university Web sites.

**Assessments:**

- Annual implementation plan
- Strategic plan
- Annual assessment report

***Objective 4.2: Ensure financial accountability for allocated resources.***

**Strategies:**

- Establish annual spending plan for each account.
- Establish budgets for fee-based courses.
- Analyze overhead costs for course materials and delivery annually.
- Identify methods to generate funds to expand department learning resources.

**Assessments:**

- Budget analysis report

***Objective 4.3: Maximize HUB participation for department purchases.***

**Strategies:**

- Educate office staff in purchasing requirements for HUBs.
- Evaluate purchasing processes for better utilization of quantity purchasing discounts.
- Encourage qualified businesses to obtain HUB certification.

**Assessment:**

- Annual assessment report