

STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL EDUCATION
December 14, 2022

TOPIC: Board Strategic Priority and KPM 2.1: Implement inclusive hiring practices and employee retention efforts to achieve a workforce that reflects student and community demographics.

PRESENTED BY: Christina Cecil, CCCS Chief Human Resources Officer

EXECUTIVE SUMMARY

The following report summarizes progress on the Board's Strategic Priority and Key Performance Metric to achieve a CCCS workforce that reflects student and community demographics. This report reflects the characteristics of CCCS employees as of October 31, 2022 and does not include temporary and student employees who work seasonal and short-term assignments throughout the year.

Recruitment continues to be a challenge for CCCS, often resulting in positions remaining vacant for extensive periods of time and extremely small candidate pools. CCCS continues its efforts to diversify the workforce, although some strategies such as holding a position open until a representative pool of candidates is available have been paused due to current labor market conditions.

CCCS has consistently employed higher percentages of females than males across the system and across all employee types, including leadership positions. The 60% female to 40% male representation within CCCS is consistent with the 57% to 43% female to male representation seen in the student population. Veteran representation in the CCCS workforce saw a slight increase over last year and recruitment of Veterans remains an opportunity for CCCS. Representation of employees identifying as Hispanic increased 3 percentage points over last year. The increase in Hispanic representation among Professional-Technical employees should promote an increase in Hispanic representation among Administrators over time as employees promote into these positions. The significant gaps for Faculty and Instructor employee types compared to student and available Colorado workforce demographics remains an area of focus for CCCS. Representation of employees identifying as More Than One Race increased 2.7 percentage points eliminating any significant gaps between the CCCS workforce and that of the available Colorado workforce for all CCCS employee types.

The CCCS student population did not see a significant change from AY 2020-2021 to AY 2021-2022 but it remains significantly more diverse than that of the available Colorado workforce. As such, CCCS must remain steadfast in its efforts to diversify to be more representative of our student body.

Employee retention is an additional area of focus for CCCS. Employee feedback from the 2022 CCCS Employee Climate Survey conducted in October will be a valuable tool in providing insight on areas that may positively influence recruitment and retention.

Overview

CCCS is comprised of 13 Community Colleges and the System Office. Each employs individuals according to the four employee types described below and defined in Board Policy 3-10.

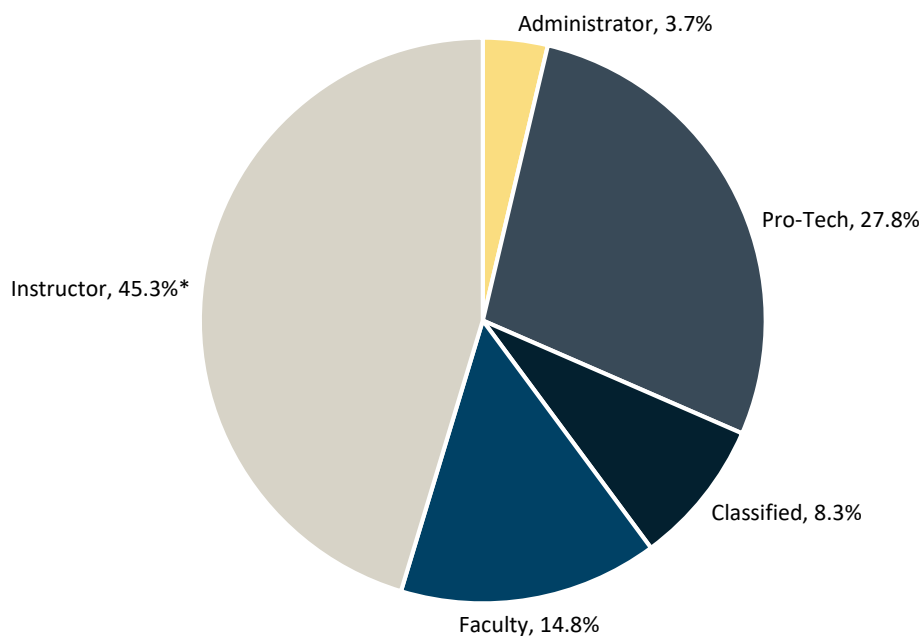
Administrators, professional and technical staff are employees whose duties are comprised of more than 50% administrative, supervisory, professional or technical duties performed in positions that have been exempted from the State Personnel System. Administrators, which include Presidents and typically those positions reporting directly to a President or part of a president's leadership team, have been separated from the professional-technical employee type for this report.

Classified employees are those who fill permanent (full-time or part-time) positions within the Colorado State Personnel System, as defined by the State of Colorado Department of Personnel Board Rules and Personnel Director's Administrative Procedures.

Faculty are employees whose assignments are comprised of at least one-half of duties as a teacher. Faculty may be regular (contracted on a provisional or non-provisional basis) or limited (typically limited to three years with no expectation of continued employment).

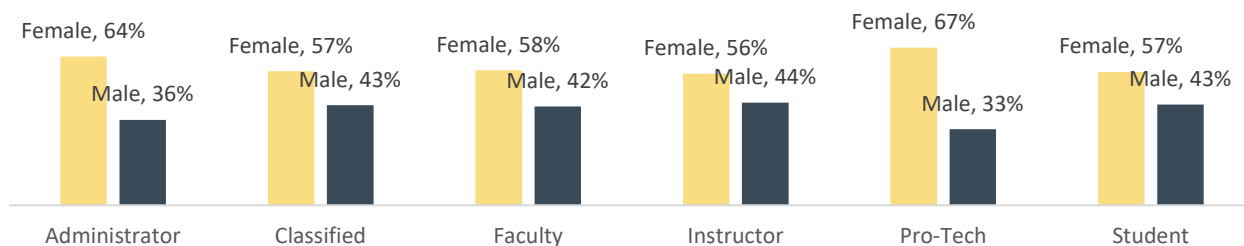
Instructors are hired to teach on a temporary, as needed basis.

CCCS Workforce: Employee Types



*This representation may identify the same instructor more than once if they are employed at multiple colleges within the system.

CCCS Workforce: Gender



CCCS Workforce: Veteran Status



CCCS Workforce: Race/Ethnicity

Using the 80/20 rule, a common business practice for identifying gaps between two groups, it is considered to be a significant gap if the CCCS workforce is more than 20% below the comparable market for any specific comparison. The tables below shows two comparisons: one for the available Colorado workforce and the other for CCCS students.

Available Colorado Workforce in Comparison to the CCCS Workforce:

	American Indian/ Alaskan Native	Asian or Pacific Islander	Black	Hispanic	More Than One Race	White
2020 Colorado Census	0.5%	3.7%	4.4%	18.1%	2.0%	71.3%
CCCS Workforce	0.6%	4.0%	3.4%	12.7%	2.0%	77.2%
Administrators	0.4%	2.6%	5.6%	10.8%	2.2%	78.4%
Classified	0.6%	4.3%	5.5%	26.1%	2.2%	61.4%
Faculty	0.3%	3.4%	2.1%	7.4%	1.6%	85.3%
Instructors	0.9%	3.6%	2.8%	8.5%	1.6%	82.7%
Professional Technical	0.5%	5.1%	4.3%	18.8%	2.9%	68.3%

Shaded cells represent significant gaps where the CCCS workforce for an identified race/ethnicity is more than a 20% difference from the Colorado Census data for availability of the same race/ethnicity.

CCCS Student Population (AY 2021-2022) in Comparison to the CCCS Workforce:

	American Indian/ Alaskan Native	Asian or Pacific Islander	Black	Hispanic	More Than One Race	White
AY 2022 Student*	0.8%	4.0%	5.7%	24.9%	4.5%	53.7%
CCCS Workforce	0.6%	4.0%	3.4%	12.7%	2.0%	77.2%
Administrators	0.4%	2.6%	5.6%	10.8%	2.2%	78.4%
Classified	0.6%	4.3%	5.5%	26.1%	2.2%	61.4%
Faculty	0.3%	3.4%	2.1%	7.4%	1.6%	85.3%
Instructors	0.9%	3.6%	2.8%	8.5%	1.6%	82.7%
Professional Technical	0.5%	5.1%	4.3%	18.8%	2.9%	68.3%

* 6.4% of students did not self-identify.

Shaded cells represent significant gaps where the CCCS workforce for an identified race/ethnicity is more than a 20% difference from the 2022 Academic Year data for students of the same race/ethnicity.

2022 CCCS Climate Survey

Like many organizations across the country, CCCS is experiencing high turnover and difficulty recruiting talent. A recent Gallup poll asked U.S. employees what is most important when deciding whether to accept a new job by a new employer. The top six factors reported by Gallup include:

1. Increased pay or benefits
2. Greater work-life balance and better personal wellbeing
3. The ability to do what they do best
4. Greater stability and job security
5. COVID-19 vaccination policies that align with their beliefs
6. A diverse organization that is inclusive of all types of people

According to responses of the 2022 CCCS Climate Survey, compensation continues to be an area with low levels of satisfaction, falling to the lowest satisfaction rating of all rated statements. Compensation is also reported as the number one reason CCCS employees may choose to seek out new employment in the next 12 months. CCCS must continue efforts to evaluate and address compensation to improve its competitiveness in the market.

At the same time, CCCS can take advantage of factors outside of compensation that may influence employees to join or stay at CCCS. Factors such as paid time off and retirement benefits; ability to use skills at work; job security; and the organization's commitment to diversity, equity, and inclusion are all areas of higher reported satisfaction by respondents in the 2022

CCCS Climate Survey. Respondents also reported a high level of agreement that their supervisor supports their efforts to balance their work and personal life.

The efforts at CCCS to diversity our workforce and create an inclusive environment remain a strategic advantage. Not only does it allow us to better support our students, it supports efforts to recruit and retain employees. According to responses from the 2022 CCCS Climate Survey, 72% of respondents agree or strongly agree they are treated with respect based on their identity and another 18% are neutral. Additionally, a majority of respondents agree they can be their authentic self at their institution. CCCS will continue to disaggregate and explore the feedback from the 2022 CCCS Climate Survey to identify potential areas of opportunity to improve employee experiences and to implement inclusive hiring and retention efforts to achieve a CCCS workforce that reflects student and community demographics.