

December 8, 2021

**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 reflects the characteristics of CCCS employees as of October 31, 2021. This report does not include temporary and student employees who work seasonal and short term assignments throughout the year.

The COVID-19 pandemic continues to have a significant impact on the CCCS workforce. CCCS has experienced increased turnover and difficulty filling open positions. There was a decrease in the percentage of the professional-technical workforce from 28% in 2020 to 22% in 2021; a result of vacancies and decreases in staff FTE. With small candidate pools, sometimes with only one or two candidates after multiple postings, and increased competition for talent, continuing to increase the diversity of the CCCS workforce will be especially challenging.

With this year's report comes a comparison to updated 2020 census data. While the overall racial/ethnic makeup of Colorado has diversified since 2010, Colorado did not experience a significant shift in the racial/ethnic demographics of its available workforce. The largest shift in the Colorado workforce was in the number of individuals identifying as more than one race, which increased from 0.3% to 2.0%. The race/ethnicity for the CCCS student population remains more diverse than the available Colorado workforce.

CCCS continues to employ a higher percentage of women than men within the system. Women outnumber men 60% to 40%. Similarly, female students outnumber male students across the system at 58% and 42%, respectively. Women are well represented throughout the CCCS workforce including a significant number of women in leadership positions. 64% of CCCS administrators are female. This includes 7 of our 13 college presidents. This representation of females in the CCCS workforce is considerably higher than the representation of females in the Colorado workforce, which is 47% overall and only 35% in management occupations.

The level of turnover in the last year for employees of color at CCCS was higher than that of white employees when compared to the CCCS workforce demographics. The current CCCS workforce shows a decrease in the percentage of employees of color from 21.3% in 2020 to 19.8% in 2021. The largest increase in diversity for CCCS came from employees identifying as more than one race, which has steadily increased from 0.4% in 2019 to 2.7% in 2021. For the first time, the professional-technical employee group does not show any significant gaps from the available Colorado workforce for any identified race/ethnicity. Overall, there remains a significant gap when comparing the CCCS Hispanic and Black workforce to that of Colorado and the CCCS student population.

## 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.

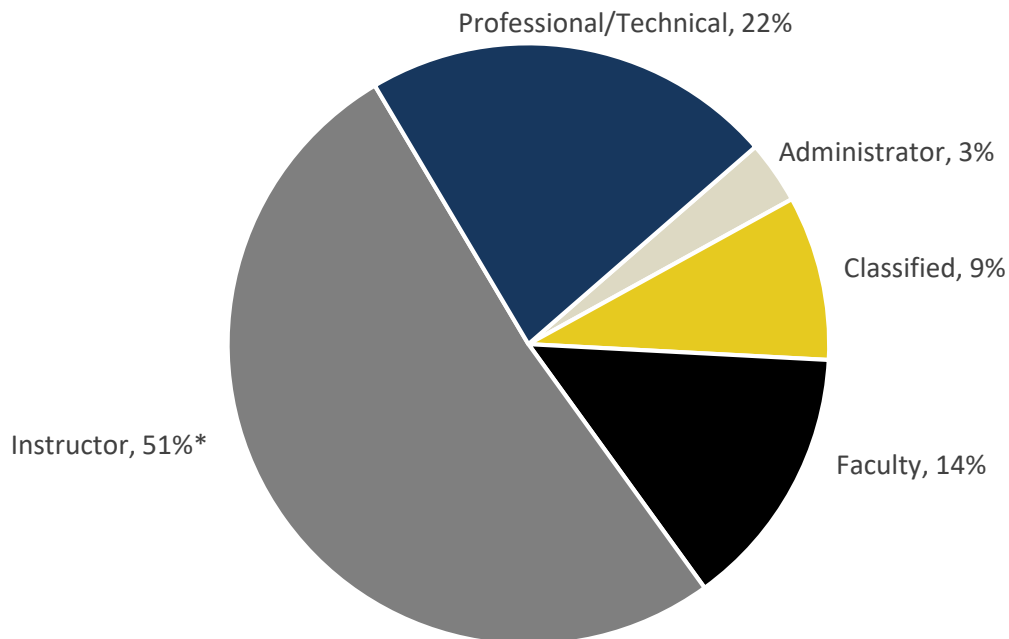
**Administrators, professional and technical staff** are employees whose duties are comprised of more than 50% administrative, supervisory, professional or technical duties performed in positions that have been exempted from the State Personnel System. Administrators, typically those positions reporting 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).

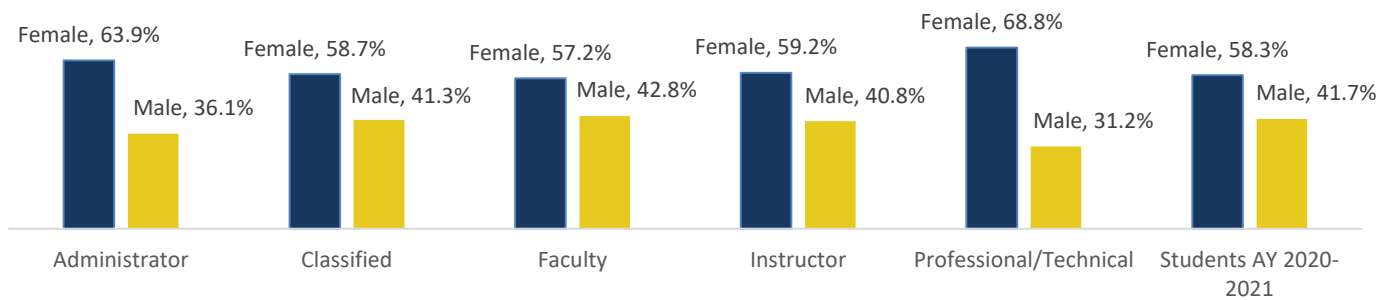
**Instructors** are hired to teach on a temporary, as needed basis.

## 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
<b>2020 Colorado Census</b>	0.5%	3.7%	4.4%	18.1%	2.0%	71.3%
<b>CCCS Workforce</b>	0.7%	3.8%	3.1%	9.4%	2.7%	80.2%
<b>Administrators</b>	0.3%	1.5%	7.9%	7.9%	1.5%	81.0%
<b>Classified</b>	0.5%	4.2%	5.6%	25.9%	2.6%	61.2%
<b>Faculty</b>	0.4%	3.1%	1.9%	6.7%	2.3%	85.6%
<b>Instructors</b>	0.9%	3.6%	2.7%	7.1%	2.6%	83.0%
<b>Professional Technical</b>	0.6%	5.6%	4.8%	16.2%	3.7%	69.1%

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 2020-2021) in Comparison to the CCCS Workforce:

	American Indian/ Alaskan Native	Asian or Pacific Islander	Black	Hispanic	More than One Race	White
<b>AY 2021 Student*</b>	0.8%	3.9%	5.7%	24.5%	4.3%	55.6%
<b>CCCS Workforce</b>	0.7%	3.8%	3.2%	9.4%	2.7%	80.0%
<b>Administrators</b>	0.3%	1.5%	7.9%	7.9%	1.5%	81.0%
<b>Classified</b>	0.5%	4.2%	5.6%	25.9%	2.6%	61.2%
<b>Faculty</b>	0.4%	3.1%	1.9%	6.7%	2.3%	85.6%
<b>Instructors</b>	0.9%	3.6%	2.7%	7.1%	2.6%	83.0%
<b>Professional Technical</b>	0.6%	5.6%	4.8%	16.2%	3.7%	69.1%

\*A reported 5.3% 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 2021 Academic Year data for students of the same race/ethnicity.

## Conclusion

COVID has impacted the CCCS Workforce with an increase in retirements and resignations and a system wide turnover rate of approximately 17% percent. The turnover rate in FY 2019 was at a low at 6% and the average turnover rate for CCCS is approximately 12%. The primary reasons cited by employee’s for leaving were personal reasons, followed by retirement. People of color and women represented a greater proportion of separations. With the exception of faculty, the turnover rate at CCCS last year for employees of color was significantly higher than that of white employees when compared to the overall demographics of the workforce. It was slightly higher for female instructors than their male counterparts. Hispanic females had the highest level of turnover at CCCS.

The perspectives of talent in the market has shifted and CCCS will need to adapt to recruit and retain top talent. From increased flexibility with work schedules to thinking differently about how work gets done. Increased competition for talent has also resulted in increased pressure to raise compensation for employees which puts a strain on already tight budgets. As the colleges and the system office evaluate and revise business practices and strategies, we must remain diligent in evaluating those changes from a diversity and inclusion lens.