Board Policy:

ENDS Formal Inspection (Monitoring) Reporting:

Performance reports shall be prepared and presented to the Board for each of the ENDS as outlined below. These ‘Monitoring Reports’ shall enable the Board to know the degree to which a reasonable interpretation of its ENDS and EXECUTIVE LIMITATIONS policies is being fulfilled. Consequently, the Board shall seek in the Monitoring Reports answers to two questions: (1) Has the College President made a reasonable interpretation of the Board’s policies; and (2) Does the data demonstrate accomplishment of that interpretation. Failing either constitutes a policy violation. In the Monitoring Report then, the Board should expect to see the College President's interpretations along with justifications for the Board to find them reasonable. The Board must fairly, but rigorously, decide whether the College President’s case is convincing. Also in the report, the Board should expect to see data purported to demonstrate achievement of those interpretations. Again, the Board must fairly but rigorously decide whether the data credibly prove compliance.

Talent Development & Employee Impact Monitoring:

This key ENDS performance area principally considers Jackson College’s human resource actions, which have the aim of demonstrating how well the College has been creating and maintaining a productive, caring, loyal, engaging learning environment for all members of the College’s workforce. Key workforce measures include:

- Employee Satisfaction rates;
- Employee Turnover rates;
- Employee performance recognition (disaggregated) rates;
- Employee culture & engagement survey data;
- Employee participation in Health Assessment program;
- Employee participation in professional development activities;
- Employee participation in community and college service;

Executive Summary:

This Talent Development & Employee Impact Board Monitoring considers our organization’s outcomes as they relate to hiring, TCS2 commitment, evaluation, College values and beliefs fulfillment, recognition and development of our employees. The College’s Talent & Human Resources Department has had a very busy and successful year. A revamp of our Leadership Academy, based on research and feedback from participants from our first two academies, launched a much, more robust academy that included three projects that were presented to leadership. Two of the three projects will be implemented by Fall. Our 5-Star Talent Program continues to reap significant benefits, while the College continues to allow other colleges and universities to benchmark against us. The most recent visitor to our Central Campus was from Columbia Basin College. Each new participating cohort expresses delight in that each
interaction with our employees during orientation confirms that our employees are all committed to student success.

Providing great customer service prompted the creation of a cross-departmental workgroup to define standards in greeting individuals, telephone interactions, e-mails responses, timeline expectations and more. Known as the Customer Service Standards Committee, this group has benchmarked other organizations and is currently in the process of putting together copy for an on-line reference to assist in defining expectations. We are also seeking input from approximately 12 of our employees who are going to be participating in the Disney Institute training program (hosted by the Jackson Chamber of Commerce) later this month. The final draft will go up through the Workforce Focus Committee (WFC) to review and then on to leadership to review prior to implementation.

Individuals from the first two Academies conveyed interest in becoming mentors of our new hourly and administrative employees. Faculty has had mentoring teams in place, but this year outlined the expectations of the mentor to help identify their roles. They also created a list created of the top 20 things a new faculty member should know, which will help in defining the mentoring role even further. With so much time and effort going into the Academy and creating our customer service standards for the College, the mentoring project goal will be moved into next year.

We are in the process of pulling together the list of administrators and support staff who will be eligible for performance pay recognition for FY ‘19. Initial numbers indicate that 91% of the Administration and 89.3% of the Support Staff are eligible for performance pay recognition. Faculty members will be meeting with their supervising deans this summer to evaluate this past year and set goals for the upcoming academic year. Performance pay for faculty will be distributed in August.

A subcategory of this Talent Development & Employee Impact Board Monitoring Report review includes the recognition of our employees and celebrating successes. Hot Dog Wednesday is back by popular demand, as is Jackson College Jeans Friday, which run from Memorial Day to Labor Day each year. These are by far, two of the most requested employee initiatives. On a more individual basis, we just finished the year with recognition of three TCS² award winners, one presented at each convocation to the recipient, together with a cash payment and three minutes of notoriety in front of their peers.

Engaging employees with community service projects provides much needed support to our community and is still very popular. For two afternoons a year, College employees spend time giving back to the community by lending their time and labor. Our employee’s service is incredibly appreciated by all of our community partners. This past year we contributed a significant number of labor hours to several area organizations on our Jackson College Community Service Day. The organizations supported by our volunteer efforts are included in the Community Service section of this report.
Keeping our employees healthy continues to be an important initiative for the College. Our partnership with Henry Ford Allegiance, and the *Its Your Life Program*, is moving our employees toward better personal health, which in turn benefits the College and our service to students. The hospital-provided health coach is very pleased with the progress of our employees and is excited that our new Jets Fitness Trail will be launched in another month on our Central Campus. Interestingly, our employees also did not seem to have the knowledge of making healthier eating options for themselves and wanted guidance on how to pack a nutritious lunch. To that end, we invited Sarah Chapel, a Dietitian, to present during our Spring Convocation. Great information was shared and, due to her response by our employees, we will be inviting her back for a breakout session during our all-day Professional Development Day. Later in this report you will also notice the increased usage in our Oasis Center by our employees.

Overall, we have made great strides in our workforce efforts. Although unemployment rates are incredibly low and some local private companies and other colleges are poaching our employee ranks, our overall turnover is less than what we reported last year.

**Institutional Context:**

Figure 1 (below) presents the Baldrige/Higher Learning Commission (HLC) accreditation criteria for Talent Development & Employee Impact Board Monitoring Report Priorities. The overarching HLC components are process, results and improvement.
Jackson College is committed to providing a world-class work environment for all employees. To that end, the Human Resources and Talent Development Office continues working on the following initiatives:

The Leadership Council will distribute certificates to Administrators and Support Staff for performance recognition pay, acknowledging an employee’s hard work, total commitment to student success (TCS²) and living our College’s values and beliefs.

The TCS2 Award was given out three (3) times this year during Convocation. For more information on this year’s award winners please click on the following link: https://www.jccmi.edu/human-resources/human-resources-employee-recognition/human-resources-tcs2-award/#jc-tabs-1-tab-1.

A large celebration was scheduled around the holidays when our employees were invited to Cascades Manor House for great food and camaraderie. All employees have an opportunity to catch up with one another. We also used this celebratory opportunity to acknowledge employees significant work anniversaries. Random drawings provided a fun opportunity to win prizes. As well, any individuals donated food to our food pantry as their contribution to pay it forward to our students.

Jackson College Jeans Friday from Memorial Day to Labor Day is popular with our employees that requires a $3 donation, which can be directed to the student emergency fund or the food bank.

**External Context:**

An external environmental scan related to Talent Development & Employee Impact priorities identified several articles with the focus on employee retention and motivation:

**Opportunities:**

- New Employee Mentoring program
  - Mentoring in the workplace is a two-way street that benefits both the mentor and the mentee. More importantly, it elevates the quality of work, increases productivity, creates a positive work environment and shores up employee retention.

- Millennial Generation
  - Employers are now being told not to “paint with broad brushes”. While some millennials may fit the mold that was created as entitled, lazy individuals, there are just as many who are amazing workers.
Institutional Performance Reporting and Assessment:

The PACE Survey, sent out biannually, was completed in the Spring of 2019.

Top 3 Strengths indicated in the survey:

- The extent to which I feel my job is relevant to this institution’s mission, 4.277
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.244
- The extent to which my supervisor expresses confidence in my work, 4.227

Top 3 Challenges/Opportunities indicated in the survey:

- The extent to which I have the opportunity for advancement within this institution, 3.035
- The extent to which I am able to appropriately influence the direction of this institution, 3.157
- The extent to which information is shared within the institution, 3.297

The Workforce Focus Committee will be working on detailing out areas for improvement and an action plan.

Employee Professional Development:

Winter Convocation offered a variety of professional development options. Sessions offered throughout the day included “Mental Health (Lifeways),” Safety/Security (speaker from the FBI),” Medical First Aid,” Adverse Childhood Experiences,” “Autism Awareness,” and “Cultural Competency.”

Additional professional development opportunities offered to employees during the past year include “Green Dot” bystander training; Steve Thompson, author of No Zebras, presented awareness training on sexual assault; and Jackson College is sending 8 employees, administration and staff, to The Disney Institute - Disney's Approach to Quality Service training, to be held at the Jackson Area Chamber of Commerce on June 26th.
The 3rd Annual Jackson College Leadership Academy completed in May with 12 successful participants. A variety of professional development sessions were provided during the Academy including, but not limited to, Internal and External Customer Service, Emotional Intelligence, Process Mapping, and Cultural Awareness. The participants worked together on a stretch project throughout the 3 months in the academy and have presented to the Leadership Team. The Academy wrapped up with a trip to Lansing to meet legislators, MCCA leadership, and tour the Capitol and legislative office buildings/hearing rooms with President Dan Phelan.

Other professional development initiatives included:

- Three (3) employees attended the MCCA Leadership Academy for the 2nd year in a row;
- A Customer Services Standards committee has been developed to define expectations of customer service standards and provide professional development for all employees;
- The Women of JC Mentoring Luncheon meets on a monthly basis to discuss a variety of topics that women in leadership face including Work Life Balance, Working Moms, and Goal Setting;
- Monthly training in the Administrative Council meetings has proven to continue to be valuable. Training on effective performance evaluations, setting goals, recognizing employees with potential drug and alcohol problems, reviewing changes to the support staff contract, review of health benefits/changes, budgeting and data breach challenges and associated costs.
- Securing the Human training is online training offered by the IT Department to bring awareness to employees on the topic of cyber security, in both their work and personal lives;
- SafeColleges Online training provides employees the opportunity to complete training on a variety of subjects at their discretion. SafeColleges is a robust system that also meets compliance requirements under Clery, Drug Free Schools and Campuses, Title IX, Violence Against Women and more; and
External professional development, conferences and workshops throughout the state and nation are available to employees with an annual budget of $422,934.

Jackson College Employee Turnover Trend:
As displayed in figure 2 (below), employee turnover decreased from FY18 to FY19 to 10.6%. The Employee Turnover rate that was reported by 17 of Michigan’s Community Colleges is slightly higher from 2017 at 8.84%, 4.89% excluding retirements for 2018.

<table>
<thead>
<tr>
<th></th>
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<td>21%</td>
<td>11%</td>
<td>13%</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

*2019 Turnover Rate Less Retirements: Overall: 7.1%; Faculty: 2.7%; Staff: 11% and Administration: 2.3%

Exit interviews are conducted by HR when an employee resigns. It has been noted that most employees are leaving for higher levels of compensation, but convey that they love the College and the culture and hope that this is just good-bye for now but not forever. Keeping connected with former employees, who made a positive impact on this College, will be a great tool in recruiting them back to the organization as positions become available. Many of those employees also say they are leaving because they don’t see a path for upward mobility. Additional initiatives to complement our leadership academy are being developed. Also included in employee turnover statistics are employees who did not fit our culture. Individual strategies were developed to off-board these individuals.

As we look at the breakdown of our workforce in figure 4, by employee classifications, age bands for administration is spread quite evenly starting at 30 years old; 57% of our full-time faculty are between 40-59 years of age and nearly half of our staff are between 30-49, with one-third between 30-39 years of age. These are important statistics to consider as leadership identifies future leaders for succession planning and knowledge transfer.
**Valuing, Recognizing and Engaging:** Valuing our employees continues to be a regular agenda item for the Talent Development & Employee Impact Board Monitoring Report Committee, and is also a component of our College’s Beliefs. During the Winter Convocation a campus wide session was held where small work groups were able to discuss Jackson College’s Mission, Vision, Values and Beliefs. This information has been taken through the Workforce Focus Committee with recommendation presented to the Leadership Council. On April 26th the Annual All College Celebration was held honoring 9 retirees and this year’s Outstanding Employees.

Implementation of the NEOGOV, an online employee evaluation tool, started in October 2018. This is a year-long process for staff implementation. Administration implementation will being in the 2019/2020 fiscal year. This comprehensive tool requires quarterly meetings between supervisors and employees and sends out reminders to supervisors when the meetings are due.

**Corporate Social Responsibility:**
Jackson College continues to make great efforts in focusing on corporate social responsibility and reducing our carbon footprint. The JC Sustainability Work Group recently presented to the Leadership Council on their progress over the past year. Examples of the progress we have made as an institution include single stream recycling, cardboard recycling, ferrous and non-ferrous metal recycling, composting, tree planting and more. Within the next two weeks, a complete picture of our progress will be available on the Human Resources webpage.
Community Service:
Jackson College continues to be a source of positive conversation for the community work that we do. Employees go to locations where help is needed. New locations this year included the Jackson Friendly Home and the Betsy Butterfield Center.

The College’s annual Easter Egg Hunt and Spooktacular events continue to be big hits with not just our community members but with our employees. Many employees bring their families out to central campus to participate. Employees also enjoy participating in the planning and volunteering for these events.

Culture/Benchmarking:
Community colleges and universities from a multitude of areas continue to come, shadow and benchmark against Jackson College. Most recently, Kristi Duggan, Onboarding & Talent Development Manager with Columbia Basin College, spent the
week in Jackson during the April New Employee Orientation. She shadowed the onboarding process with hopes to implementing a similar process at her institution.

**Increasing Diversity in the Hiring Process:**
Jackson College currently has seven (7) full-time faculty positions open. We see this as an opportunity to diversify our faculty workforce. A specific diversity package has been included with our annual renewal of Inside Higher Ed in advertising open positions. This is a “high impact marketing vehicle designed to maximize response from diverse candidates.”

**Institutional Performance Improvement Planning:**
With safety and security continuing to be a top priority, the new Security Operations Center (SOC) in the Jets Hangar is now complete. This innovative center allows security staff to view spaced at all centers at one time. The Center is fully staffed from 7 am – 12 am, with varied coverage during third shift hours.

**Wellness:**
Wellness initiatives continue to make a positive impact on our employees’ lives. In four years the College has witnessed significant improvements in employee health. We currently have 96% of our full-time employees participating in the It’s Your Life Wellness Program from Henry Ford Allegiance. Ten employees out of 226 are paying $500 a year, not to participate. Employee needs for support with emotional health and stress has improved with the addition of the Oasis Center. Our Health Coach indicated that employees need help making better nutritional choices, to that end we had a nutritionist from Henry Ford Allegiance present at Spring Convocation.

Based on 164 surveys completed:
- 89.6% of those employees surveyed feel their overall health is good compared to others their age;
- Overall the employees of Jackson College are beating the Michigan Health Averages:
  - High Blood Pressure: Michigan - 35%; JC - 20.1%
  - Tobacco Use: Michigan - 20.4%; JC - 4.3%
  - Depression Diagnosis: Michigan - 22%; JC - 15.2%
  - Diabetes: Michigan - 11.2%; JC - 6.1%
On any given day you can see employees outside walking during break or before/after work, encouraging more employees to search out this time during the workday is one way to promote physical and mental wellness. Work on the Jet’s Fitness Trail, complete with exercise equipment stations, around the perimeter of Central Campus has started. The intent is to encourage more employees to get out and move more during their workday.

Monthly chair massages continue to be popular with employees.

The College’s Oasis Center opened in September 2017. Our employees continue to take advantage of the center as evidenced by the feedback in the Its Your Life survey.
The Oasis Center drop-in numbers in the chart above reflect individuals stopping by the center, including classroom tours, new employee tours, walk-ins etc.

Conclusion

**Future Goals: Recognizing, Rewarding and Engaging our Employees for 2019/2020**
The following ongoing goals are the focus of the Talent Development & Employee Impact Committee and part of the FY ’20 strategic plan.

- Complete the implementation of NEOGOV online employee evaluation tool for Administration employees.

- Implementation of new employee Mentoring Program – Retention of Talent
  - After the completion of the New Employee Orientation, setting up an intentional mentoring program for employees would help promote retention of the talent we work (and pay) so hard to attract.
  - Define roles and set expectations of mentors, provide training for a successful program.

- Work to improve compensation levels for employees so we can remain competitive in the current environment.

- Expand our practices for minority recruiting and retention of new employees across all levels of the College.

Jackson College has been, and will continue to be, a great place to work. Much effort has been devoted to working cross functionally to reach our goals and make sure we
are hiring people who believe in the College’s values and beliefs. We recognize employees who are living our values and beliefs through performance evaluations and performance recognition pay.

The College President believes that compliance with this Board ENDS has been achieved.