Ends Monitoring Report
Talent Development & Employee Impact Board Monitoring Report
July 9, 2018

Presented to:
Dr. Daniel J. Phelan, President
Jackson College Board of Trustees

Presented by:
Cindy Allen, Vice President of Administration, Talent and Human Resources
Prefatory Section

As described in the Board ENDS and Formal Institutional Monitoring Board Policy, the President will provide monthly reports which allow the Board to engage in formal monitoring and inspection of the College’s performance in essential areas. The key performance area for this month’s review is Talent Development & Employee Impact Board Monitoring Report.

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. It also considers employee climate, including employee health and wellness, workforce benefits, and rewards and recognition practices for our workforce. This report also considers employee engagement and workforce satisfaction and discusses trends for workforce development and leadership nationally.

Executive Summary

The College developed, 5-Star Talent Program, continues to reap significant benefits, particularly as it relates to our culture of being inclusive, kind and totally committed to student success. We continue to host other colleges from across the country who are benchmarking against us. Most recently, Hartford Community College in Bel Air, Maryland and McClennan Community College in Waco, Texas have engaged in understanding our best practices. The tools we have developed regarding performance recognition pay have been shared with hundreds of colleagues around the nation.

We just finalized our first year of performance pay for our faculty. Of 71 full-time faculty and two learning facilitators, 63 were eligible to participate in performance pay and 55 met established goals and will be receiving performance checks in August. The instructional deans met with the faculty mid-year and again at the end of the academic year to review rationale for why or why not the employee was eligible for performance consideration. Performance pay for administrators and support staff were just distributed on June 29. In total, 64 regular full- and part-time employees and 25 administrators were recognized for their work. In the most recently negotiated contract with support staff, the previous tool and process were changed slightly to be more in alignment with the faculty process. Specifically, each support staff member will be given measureable goals and have quarterly checkpoints with their administrative supervisors to make sure the employee is on track. This new contract now provides for 100% performance-based pay with step increases being totally eliminated. To finalize this union contract, the Board needs to consider and approve the tentative agreement. Please note that this contract was finalized and ratified with the union (at 92%) prior to the expiration of the current contract.

A subcategory of this Talent Development & Employee Impact Board Monitoring Report review is the recognition of our employees and celebrating successes. Several related initiatives were launched and continued this year, including Hot Dog Wednesdays, a trip
to the Detroit Tigers game, our first TCS² award was presented to Michael Coy for taking his own personal time on a Saturday and assisting his student worker with meeting acceptance criteria, transferring to the theatre program at Wayne State. Our employees were also recognized for their one and three year anniversary with a note and gift card. Jackson College Jeans Fridays was also continued during the summer as a way to support the Student Emergency Fund and our food bank. More details appear in the institutional context section of this report that review our work related to celebrating our employees, as well as offering opportunities for additional networking with their colleagues.

One of our former AQIP Pathway (i.e., accreditation) action projects addressed engaging employees with community service projects and College community and family events. The two afternoons a year College employees spend time giving back to the community by lending their time and labor. Our employees are embraced and incredibly appreciated by our community partners. As stated in our Action Project goal, we sent a group of employees who visited three elementary schools in Adrian, assisted in library projects, academic assignments and arts and crafts. Collectively, 140 College employees visited nine Jackson Public Schools facilities, as well as 3 elementary schools in Adrian in the Fall. The College’s Spring community service included 145 projects at the Dahlem Center, John George Home, Mt. Evergreen Cemetery, Sharp Park Disc Golf and Habit for Humanity. In Hillsdale, volunteers painted at the Sandy Beach Playground.

Keeping our employees healthy continues to be an important initiative. A recent survey of our employees showed that 82% of those surveyed feel the health coach project is able to assist them in making a change in their health and 86% of those surveyed are taking an active role in achieving their health goals. Additional options for stress reduction is a monthly chair massage. Later in the report you will also notice the increased usage in our Oasis Center by both students and employees.

Overall, we have made great strides in our Workforce efforts. Although our overall turnover is greater than what we would prefer, (largely due to retirements and promotions) our goals for next year are intended to assist with that issue, as well as the improved diversity of our employees.
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 handed out certificates for performance recognition pay, acknowledging an employee’s hard work, total commitment to student success (TCS²) and living our College’s values and beliefs. For many employees, the certificate and recognition alone brought gratitude and a few tears. They were overjoyed to learn that a performance bonus would be in their pay advice the following pay period. In addition, the performance bonus amount was then added to employees’ base pay.

A large celebration was scheduled around the holidays when our employees were invited to Grand River Brewery for great food and camaraderie. All employees have an opportunity to catch up with one another. Random drawings provided a fun opportunity to win prizes. Due to the success of this event, other location options are being reviewed to accommodate more employees. Many 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 a huge hit with our employees that requires a $3 donation, which can be directed to the student emergency fund or the food bank. In return the employee wears a sticker "Ask me why I'm wearing jeans" so an employee can explain the "fun"draising effort and why employees are
dressed down. Funds raised by this event totaled $890.25. "Dog Days of Summer," each Wednesday a free hot dog luncheon is held under the patio sails for employees. The only stipulation for free food is employees are required to eat their lunch with co-workers and not take their plate back to their office. This lunch is a summertime favorite and is well attended on a weekly basis. Last August we nearly filled a 56 passenger bus with Jackson College employees and their families and headed to a Detroit Tigers game. This event built lasting friendships and rapport among employees. This summer employees indicated they would like to stay a little closer to home with a Lugnuts game. Details are currently being worked out.

Coffee & Conversation is held quarterly to bring employees up to date on college issues and give employees an opportunity to ask questions of the President. In addition to this opportunity, the Deans have offered up Deans & Donuts, as a time for faculty and staff to have an opportunity to meet with the Deans and ask questions they may have.

In an effort to address the millennial workforce with early recognition initiatives we have implemented 1 & 3 year anniversary awards rather than employees waiting for their 5 year anniversary for recognition. Employees are genuinely appreciative of the recognition at this early stage in their employment with Jackson College.

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:**

- Corporate Social Responsibility
  - Many companies are branding themselves and using this information as a way to recruit a workforce looking for employers with social responsibility, an employer who is ethical and transparent and concerned about the carbon footprint. This social responsibility also include volunteerism.
- Millennial Generation – Career Advancement Impatience/Retention of Talent
- Creating a Spirit of Cooperation
  - New article on workplace engagement: The glue that holds the strategic objectives of the employee and the business together is frequent, effective communication. Engaged employees have the information that they need to understand exactly and precisely how what they do at work every day affects the company’s business goals and priorities.
Institutional Performance Reporting and Assessment

The PACE Survey is only meant to be sent out every-other year. While the PACE Survey was completed in the Spring of 2017, a more informal survey is going out to employees during this summer to make sure we are moving the right direction. And addressing the areas that were indicated as concerns for the employees of Jackson College.

Challenge/Opportunity indicated in the off-year survey:

- The extent to which I have the opportunity for advancement within this institution (3.184 / 5.0).

Employee Professional Development: Winter Convocation offered a variety of professional development options. Three different sessions were offered in the morning and twice in the afternoon. Topics were “Four Choices of Leadership,” “Open Carry,” “Protecting Yourself from Ransomware,” Cultural Competency,” “College Demonstrations,” “Toastmasters,” “Dealing with Difficult People,” “Autism Awareness” and “Health and Safety.”

A goal from the 2017/18 Monitoring report was to provide professional development opportunities with emphasis on knowledge transfer, process mapping and team lead training. These have all taken place with complete employee participation.

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. The College continues to invest in their employees with our own leadership academy, the second cohort completed in the December 2018. This cohort demonstrated outstanding potential and continues to meet with interest in making contributions to the Talent Development & Employee Impact Board Monitoring Report Committee topics. While this committee cannot have the entire cohort join, a member has been invited to speak on the cohort’s behalf and convey thoughts and ideas. Plans are underway for a third cohort to begin in the Fall of 2018.

The HR department has entered into an agreement with a new on-line professional development company after benchmarking with other Colleges. This system is much more robust that our current provider and would meet compliance requirements under Clery, Drug Free Schools and Campuses, Title IX, Violence Against Women and more.
External professional development, conferences and workshops throughout the state and nation, are tracked through the approval form in the business office. Those hours are displayed in figure 2 (below):

**Figure 2**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># of Hours</td>
<td>1500</td>
<td>1404</td>
<td>1124</td>
<td>1875</td>
</tr>
<tr>
<td># of Employees</td>
<td>57</td>
<td>65</td>
<td>54</td>
<td>71</td>
</tr>
</tbody>
</table>

**Jackson College Employee Turnover Trend**

As displayed in figure 3 (below), employee turnover remained relatively flat from FY17 to FY18 at 13%. The Employee Turnover rate that was reported by 17 of Michigan’s Community Colleges is 8.37%, 4.47% excluding retirements for 2017.

**Figure 3**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>4%</td>
<td>13%</td>
<td>12%</td>
<td>13%</td>
<td>12.6%</td>
</tr>
<tr>
<td>Faculty</td>
<td>1%</td>
<td>18%</td>
<td>7%</td>
<td>13%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Staff</td>
<td>2%</td>
<td>8%</td>
<td>11%</td>
<td>13%</td>
<td>13.6%</td>
</tr>
<tr>
<td>Administration</td>
<td>16%</td>
<td>14%</td>
<td>21%</td>
<td>11%</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

*2018 Turnover Rate Less Retirements: Overall: 10.1%; Faculty: 7.9%; Staff: 11% and Administration: 10.4%

Exit interviews are conducted by HR when an employee resigns. Many employees are leaving for considerably more money but convey that they love this 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; 71% 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. One recent activity that underlined this focus was the Annual All College Celebration. The 2018 All College Celebration honored 7 retirees. We also celebrated this year’s Outstanding Employees: Over 150 people attended the event, free of charge to employees and a guest.

In addition to celebrations, frontline employees are given the opportunity to present to Leadership Council initiatives from their areas, related to our Total Commitment to Student Success. Employees working with the Men of Merit, Sisters of Strength, TRIO, as well as a faculty member who has worked extensively with minority students, have already had this opportunity, with more to come as the year progresses.

**Corporate Social Responsibility**
In a highly competitive job market, more companies are marketing their corporate social responsibility to attract new talent “recruiting with a mission” and differentiate us as an employer of choice. Jackson College continues to make efforts to decrease our carbon footprint by focusing on our triple-bottom line (people, profit and planet), but now needs to use this information to promote why Jackson College as the right career choice.

In the kitchen, starting Fall semester, Continental Services will be replacing styrofoam and plastic in favor of using ‘hard’ dishes and silverware in an effort to reduce landfill waste. Additionally, all “to-go” containers will be made of compostable materials (i.e.
paper, bamboo or corn). This summer, we will be replacing a 40-year-old dishwasher with an energy efficient model that can handle plates and silverware for all food service functions in the dining room. President Phelan is also working with organizations to expand wind and solar generation options for the Central Campus. These are yet other steps in reducing our carbon footprint efforts.

**Community Service**
Jackson College continues to be a source of positive conversation for the community work that we do. Many schools post pictures of employees working with students on their websites, they look forward to us coming and always have tasks well organized. The John George Home sent a touching thank you note and indicated they are looking forward to our return.

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 have come, or plan to come, shadow and benchmark against Jackson College. McClennan Community College (TX) met with employees at Jackson College. Specific to Human Resources, they had questions regarding the hiring process, on-boarding and
performance evaluations. An HR representative from Bay College (MI) visited last August to shadow the on-boarding process for nearly a week. The HR Director from Hartford Community College (MD) plans to visit in August to shadow the on-boarding process.

**Increasing Diversity in the Hiring Process**

Lee Hampton was appointed by President Phelan as the College’s Chief Diversity Officer. As part of his duties, he will assist the HR/Talent office with seeking out qualified individuals of color for faculty, adjunct and administrator positions. Jackson College continues to promote equity and a diverse employee population. The College requires that a member of the Council on Diversity and Inclusion participate in every employment interview committee meeting. As well, we have several members on the Committee actively seek out individuals who they feel will fit our organizational culture of service and commitment to student success.

Because potential employees tend to prefer not to self-identify their ethnicity, a new effort will be put forth to survey all current employees, as well as survey new employees after their hire, for ethnicity and accurate data for future reference.

**Institutional Performance Improvement Planning**

Wellness initiatives continue to make a positive impact on our employees’ lives. In just three years, the College has witnessed significant improvements in employee health. Our health coach says that positive changes are occurring but employees still need additional support with their emotional health and stress. Based on 147 surveys completed:

- 82% of those employees surveyed feel the health coach is able to assist them in making a change in their health;
- 86% of those surveyed are taking an active role in achieving their health goals; and
- 40% of those surveyed took action on what they want to change AND ACHIEVED THEIR GOAL!

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. It is our intention to create the Jet’s Fitness Trail around the perimeter of Central Campus, believing that more employees will take advantage of a thirty minute walk throughout the day.

An additional option for employees to reduce stress is the monthly opportunity to receive a chair massage costing the employee $1/minute. About twelve to eighteen employees currently take advantage of this monthly opportunity and genuinely appreciate the moment of relaxation.

The College’s Oasis Center opened in September 2017. Employee usage displayed in figure 6 below shows how the prior EAP program was previously underutilized, but due to the addition of the Oasis Center, our employees are taking advantage of this mental health support operation. As a side note, the Oasis Center is only open one (1) day per week during the summer months.

Figure 6
Conclusion

Future Goals: Recognizing, Rewarding and Engaging our Employees for 2018/19
The following ongoing goals are the focus of the Talent Development & Employee Impact Committee and part of the FY ‘18 strategic plan.

- Creation of an Employee Referral Program
  Who knows the culture of Jackson College better than the current employees? This is an opportunity to allow the current Jackson College employees to refer qualified candidates to future positions at Jackson College.

- Complete the implementation of NEOGOV online employee evaluation tool

- Creation of an Intentional 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.
  - Need to research and benchmark

- Advancement: 3rd Leadership Academy and MCCA Leadership Academy (2nd year in a row)

- Completion of the implementation of a NOC Center for Fall ’18 so employees feel safe and secure on all campuses.

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.