

Board Monitoring Report

Human Resources

December 2022



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## Introduction to SCC Monitoring Reports

The SCC Board of Trustees, through the [Strategic Outcomes](#) policy on Human Resource activities has identified the following critical areas:

- Employee Relationships (B3001)
  - Organizational Culture (B3003)
  - Employment, Compensation, & Benefits (B3004)
  - Diversity, Equity, and Inclusion (B1012)
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- To provide an effective and consistent framework for the Board to evaluate the College's progress, the Board will regularly inspect Human Resources activities, through President-provided monitoring reports, College performance using the Shawnee College Effectiveness System (SCCES). Specific monitoring measures and indicators of performance are suggested in each Strategic Outcomes policy and aligned to Strategic Plan strategies.

In accordance with the Board policy on Monitoring College Effectiveness (B1002), [monitoring reports](#) will assist the Board with guiding the President on decisions related to the Strategic Plan for prioritizing improvement initiatives and allocating resources. Monitoring reports will include, at a minimum:

- An explicit alignment with the College's Strategic Plan strategies
- An in-depth analysis of the aligned key performance indicators in SCCES
- Relevant strengths and areas for improvement informed by the analysis
- Specific, measurable actions and recommendations for continuous improvement anchored in a realistic timeframe

Further, through the Governance & Bylaws policies, the Board has identified key areas integral to the success of the Strategic Outcome policies for which monitoring reports are required (B4003). These areas include:

- Finance & Budget (Quarterly)
  - Investment (Quarterly)
  - Foundation (Quarterly)
  - Facilities (Quarterly)
  - Information Technology (Quarterly)
  - Human Resources (Quarterly)
  - Risk Management (Quarterly)
  - Student Academic Assessment (Annual)
-



## Executive Summary for Human Resources

As identified in the Shawnee Community College Effectiveness framework, Employee Engagement consists of Preparation, Performance, Cultural Condition which gives us the outcome of Employee Satisfaction.

This report provides updates on the College's Human Resources activities and how it aligns with the Board Strategic Outcomes using the Key Performance Indicators (KPIs) in the [Shawnee Community College Effectiveness System \(SCCES\)](#).

**Some areas of focus for Human Resources in 2022, along with the [Strategic Plan](#) initiative to which they are aligned, include:**

- **Employee Relationships**
- **Organizational Culture**
- **Employment, Compensation & Benefits**
- **Diversity, Equity and Inclusion.**

**Some areas of measure that have been identified for looking at the key performance indicators include:**

- Leadership
- Growth & Development
- Organizational Alignment
- Operating Standards
- Employee Diversity
- Communication
- Effort & Strategy Alignment
- Decision-Making
- Empowerment & Collaboration
- Work Execution
- Customer Service
- Safety
- Reward & Recognition
- Enhanced Effort
- Work Environment Quality
- Loyalty
- Pride
- Morale
- Environment



## Performance Areas: Preparation

### Leadership

This year we have held various **Team Building** activities such as: Pumpkin Decorating contest in which employees were paired randomly with 3 other employees and charged with the task of decorating a pumpkin for viewing at the Fall Fest. We were able to turn this into a fundraising activity with charging for votes.



We've also tried to bring back more opportunities for employee fun such as costume contests, potlucks and cookouts to enjoy food and time together.

Leadership also ensures that **performance management** occurs with at minimum an employee will go over performance evaluations during an annual process. When necessary, performance is corrected through the progressive discipline policy so that employees have an opportunity to improve in areas they are lacking. Employees who aren't meeting a variety of areas within their performance evaluation are influenced to improve by being coached throughout a performance

improvement plan with exact tasks and deadlines that must be completed in order for employment to continue. This includes direct feedback and consistent follow up before that decision is made.

Employees starting in August received Customer Service training. We plan to continue various modules to ensure faculty and staff have the tools and resources to best service our students.

Leadership has set up a process to allow transparency, advocacy, accountability & autonomy as well as a clear vision of institutional success with the Shared Governance structure. Employees are involved directly in policy decisions and when not can be aware by reading through meeting minutes of councils or teams they aren't involved on. Community members can also access all of this information the college's website after the following meeting with the minutes are approved.



## Growth & Development

Professional Development has been a key focus for various departments. Student Affairs took a day and sent their whole team through a team building program. Based on object code 55 in the budget, it appears that we have spent \$120,087 in FY22 and we are planning to ensure more development occurs as \$207,371 is slated to be spent in FY23.

This year we have had 2 staff members and 1 faculty continue their education. One received an Associates and another their Master's degree. Many have taken advantage of the tuition waiver program to polish skills in particular areas with courses at SCC.

Human Resources offers employee support services by giving an avenue of a place to report issues or concerns. When an employee needs support personally, the Employee Assistance Program is offered. It has been used in the past for things such as grief/loss, financial planning, personal growth or family planning.

2022 has been a big year for Career Advancement. We had 7 employees that applied for and were selected for a Promotion within their career.



## Organizational Alignment

After the restructuring that took place the beginning of this year, we have been able to see almost a year of the alignment and how it's worked out and can more easily see where things may need to be shifted. The Shared Governance Councils are working very hard to push through reviewing policies and making suggested changes as necessary. The HR teams have updated 5 policies/procedures this year and are working to have them finalized throughout implementation.

## Operating Standards/Employee Diversity

The makeup of Shawnee Community College includes 30 Full Time Faculty, 69 Full Time Staff. There are 106 employees in part time staff or instructor positions. Out of these 205 employees, 1 is American Indian, 32 Black or African American, 2 Hispanic and the remaining are white.

## **Performance Areas: Performance**

### Communication

We have had 4 college-wide meetings this year in which important information was communicated to faculty & staff. The community assembly style meetings gave employees a chance to discuss what was on their mind and ask questions of what was presented to them. During other sessions such as breakfast with the President it allows two-way group communication. College-wide email is used to share Professional Development ideas, recognize special cultural activities as well as a way to share information in a timely manner. Employee Recognition is continuing to improve as the Employee Relations Team has developed a program that will be picking up in January 2023.

### Effort & Strategy Alignment/ Decision Making/ Empowerment & Collaboration

All activities this year have been focused on fulfilling a part of the Strategic Plan. Each council and team have mapped out their activities and projects to ensure timely completion of our Plan. Through Shared Governance we have been able to see what policies are most effective and what need to be revised. The Employee Relations team has gotten to see the committee structure effectiveness the most because they have had the most ideas brought to them and seen all the way through to a proposal of a change of policy to the President (ie. Vacation/Sick Transfer Policy). It has made the challenging work of reviewing policy be much more meaningful when they were working to achieve a common goal to ensure a better workplace for SCC employees.

### Work Execution/ Customer Service/ Safety

We have great employees who show great creativity and innovation, so I'm very excited that this is going to be a category for the Employee Excellence Award. This will help bring these before everyone so that we can better track those who have excelled in these areas. We are working through Customer Service training modules with hopes of more to be presented in 2023. We've had no safety incidents that resulted in lost work days thus far in 2022. The safety team is working on going through training plans to ensure everyone knows how to be safe in their position.

## **Performance Areas: Cultural Condition**

### Rewards & Recognition

We have had 1 Faculty member who was named Faculty of the year in 2022. We also hope to nominate an employee for the NISOD award moving forward. The most exciting rewards & recognition to discuss is the program that is being rolled out in a few weeks nominating our first

Employee Excellence Award winner. This program will allow all faculty, staff and administrators to nominate employees showing excellence in particular categories each month. The nominations will then go before all employees for a selection of that month's winner.



# Shawnee Community College

## Employee Excellence Award

**Monthly recognition given to employees nominated for demonstration of the following:**

- January—Leadership
- February—Diversity & Inclusion
- March—Teamwork & Collaboration
- April—Effort & Strategy
- May—Professional Development
- June—Health & Safety
- July—Customer Service
- August—Fiscal Stewardship
- September—Community Involvement
- October—Creativity & Innovation
- November—Loyalty, Pride & Morale
- December—Problem Solving

**Winner Receives:**

Special designated parking

Recognition on campus TVs

\$25 worth of lunch

Connie's Cafeteria vouchers

(Alternative for Extension Center winners)

Nominations are submitted electronically through mySCC and will be received by Human Resources.

Final selection will be made by an all campus vote.



# Performance Areas: Employee Satisfaction

## Loyalty/ Pride/ Morale/ Environment

During the last HR Monitoring report, we dove into the Exit Interview data and saw that the majority of employees were leaving due to salary. The following data analysis illustrates how Shawnee College compares with other community colleges within the State of Illinois.

Specifically, this data was obtained from the most recent [ICCB Salary Report](#), which was published in June 2022. ICCB's data is presented by peer group (i.e. cohort). The seven peer groups are determined from a combination of factors including enrollment, geographic location, and select financial outcomes.

The ICCB Salary Report (p.1) defines the following peer groups:

1. Headcount enrollment of less than 3,000, downstate, located in or near communities of less than 50,000 population.
2. Headcount enrollment of approximately 3,000 to 4,000, downstate, located in or near communities of less than 50,000 population.
3. Headcount enrollment greater than 4,000, downstate, located in or near communities of less than 50,000 population.
4. Located downstate and in urbanized areas.
5. Headcount enrollment less than 10,000, located in the Chicago metropolitan area.
6. City Colleges of Chicago.
7. Headcount enrollment greater than 10,000, located in the Chicago metropolitan area

For comparison purposes, the data has been aggregated by employee classification (e.g. faculty, administrative support, administrative, etc.), ICCB peer group, small college cohort (i.e. College's with enrollment under 60K credit-hours), and southern Illinois regional Colleges (i.e. all College's south of I-70).

Here are the cohorts used for this analysis:

### **ICCB Peer (Cohort)**

Carl Sandburg College  
John Wood College  
Shawnee College  
Southeastern Illinois College  
Spoon River College

### **Small College Cohort**

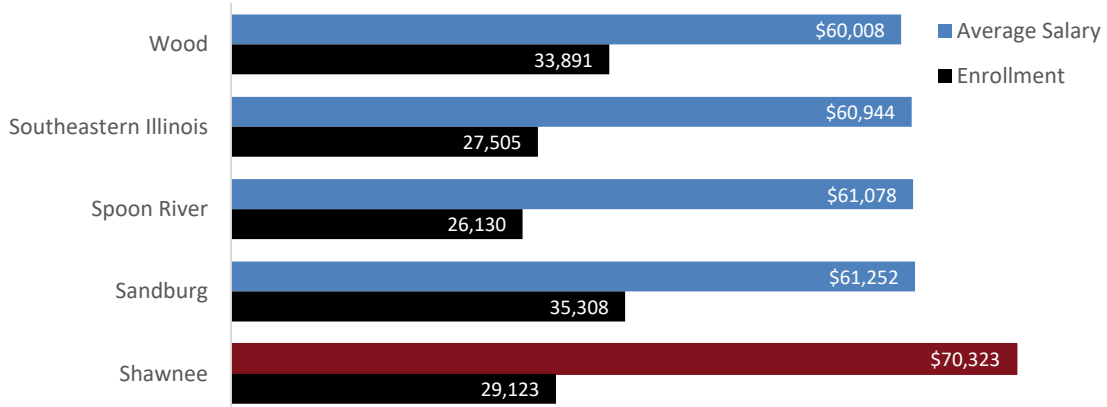
Danville Area CC  
Highland College  
Illinois Valley CC  
Kankakee CC  
Kishwaukee College  
Rend Lake College  
Richland CC  
Sauk Valley CC  
Shawnee College

### **Southern Illinois Cohort**

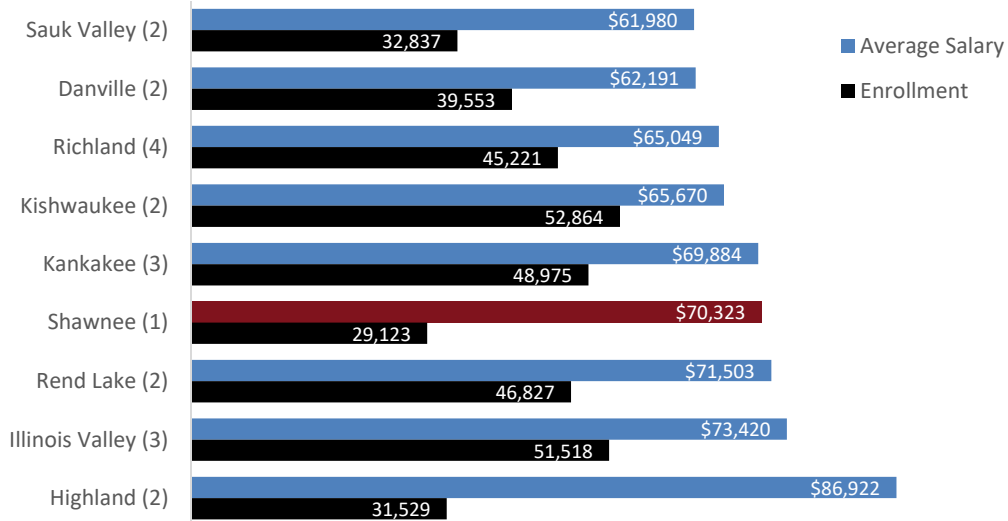
Illinois Eastern CC  
John A. Logan College  
Kaskaskia College  
Lake Land College  
Rend Lake College  
Shawnee College  
Southeastern Illinois College  
Southwestern Illinois College

Finally, to compensate for differences in the number of employees in any particular classification (e.g. faculty, administrative support, etc.), average weighted salaries are used.

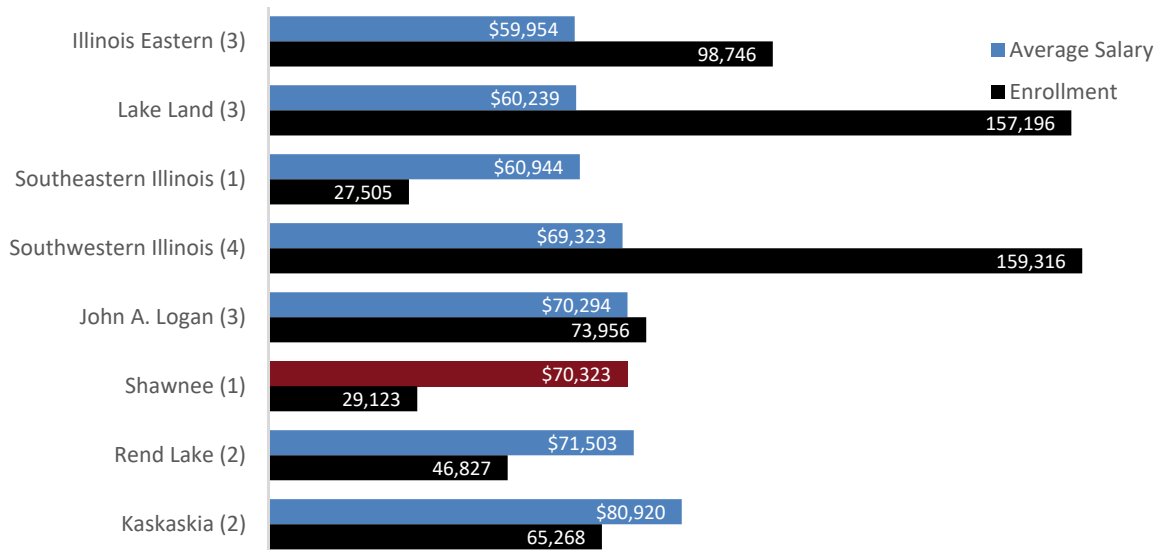
## Full-Time Faculty Salary ICCB Cohort (FY22)



## Small College Cohort (FY22)



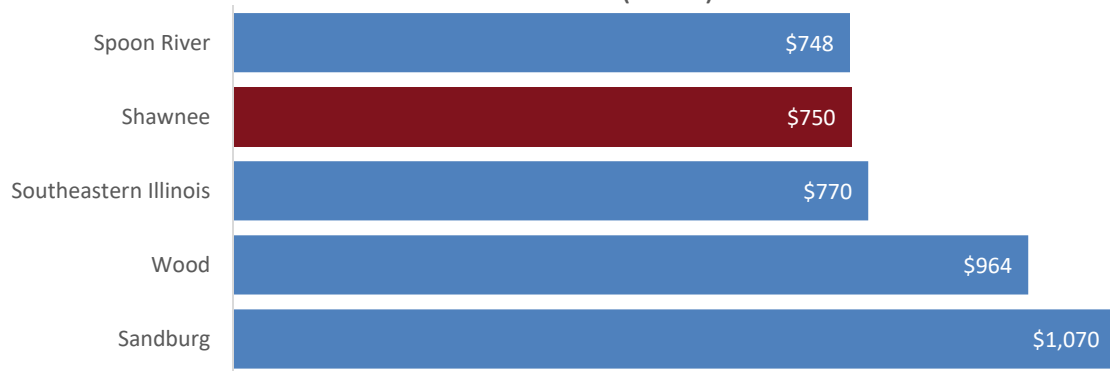
## Southern Illinois Cohort (FY22)



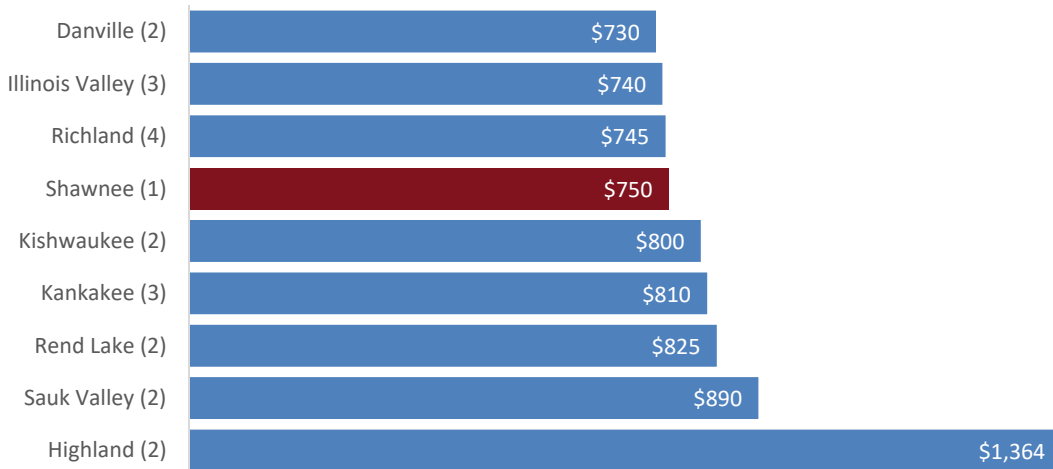
**Observation:** SCC faculty salaries compare favorably across all three cohorts, especially given the credit-hours generated. SCC faculty make more, on average, than Kankakee, Kishwaukee, Richland, and Danville faculty make – all areas with higher geographic populations and higher costs of living.

## Full-Time Faculty – Overload Rate

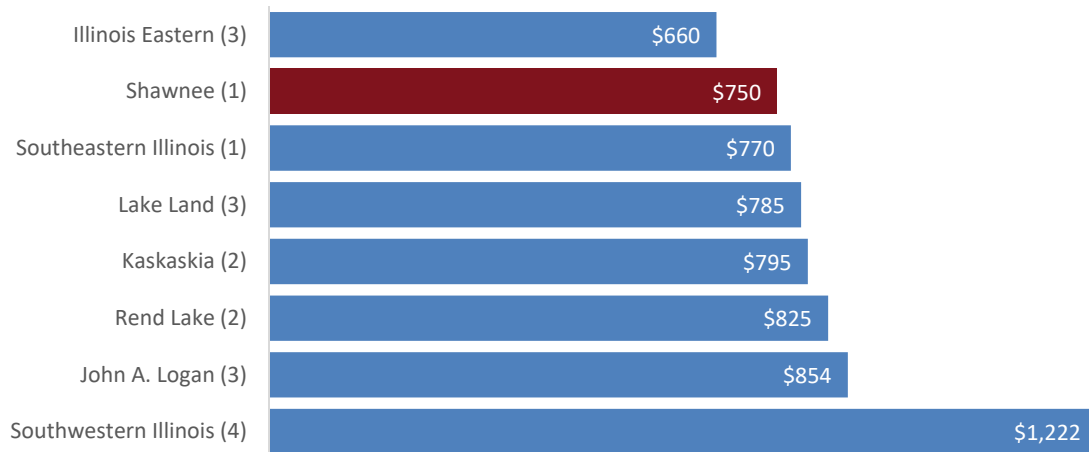
### ICCB Cohort (FY22)



### Small College Cohort (FY22)



### Southern Illinois Cohort (FY22)



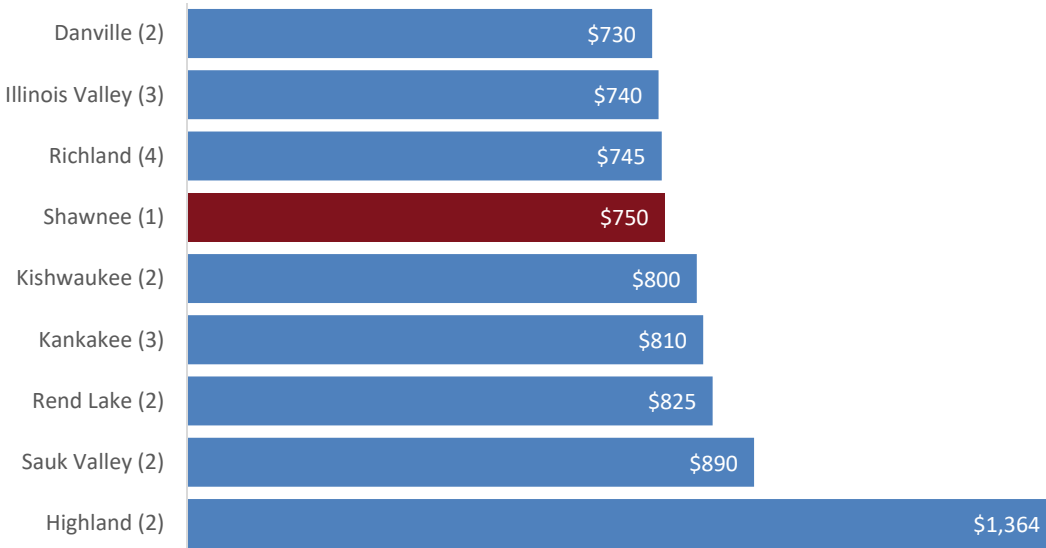
**Observation:** SCC faculty overload salaries are near the bottom of all three cohorts. These salaries could be shifted toward the median by increasing the rate by \$20-\$30 per credit-hour. Still, these salaries compare favorably, especially when considered with the full-time salary rates, geographic cost of living, and the College's comparative enrollment.

## Full-Time Faculty – Summer Rate

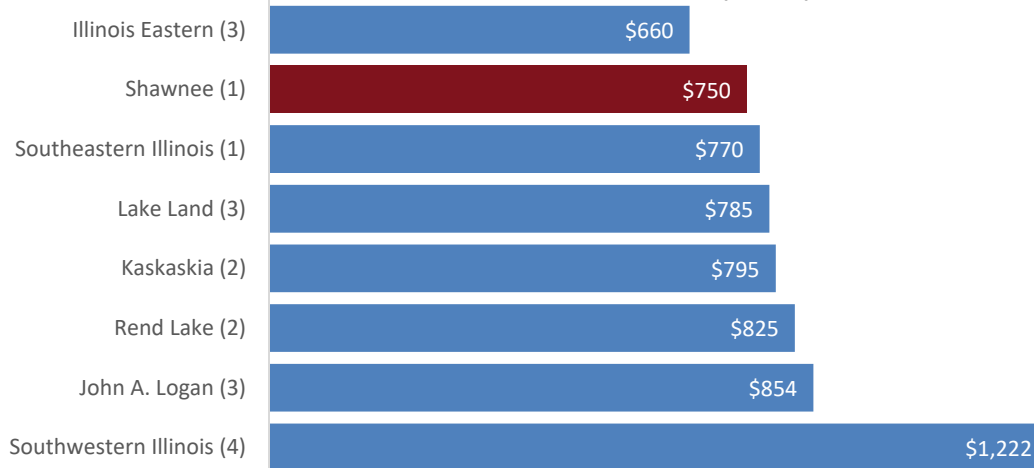
### ICCB Cohort (FY22)



### Small College Cohort (FY22)



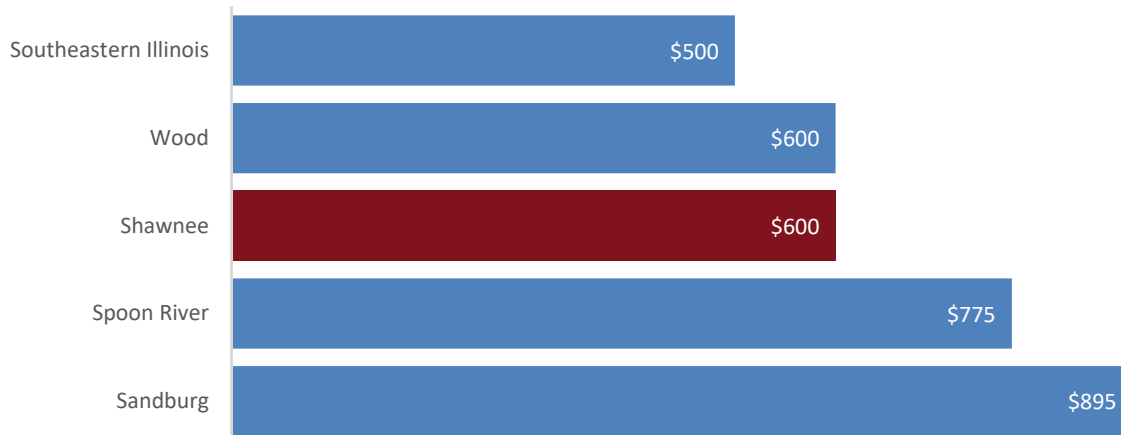
### Southern Illinois Cohort (FY22)



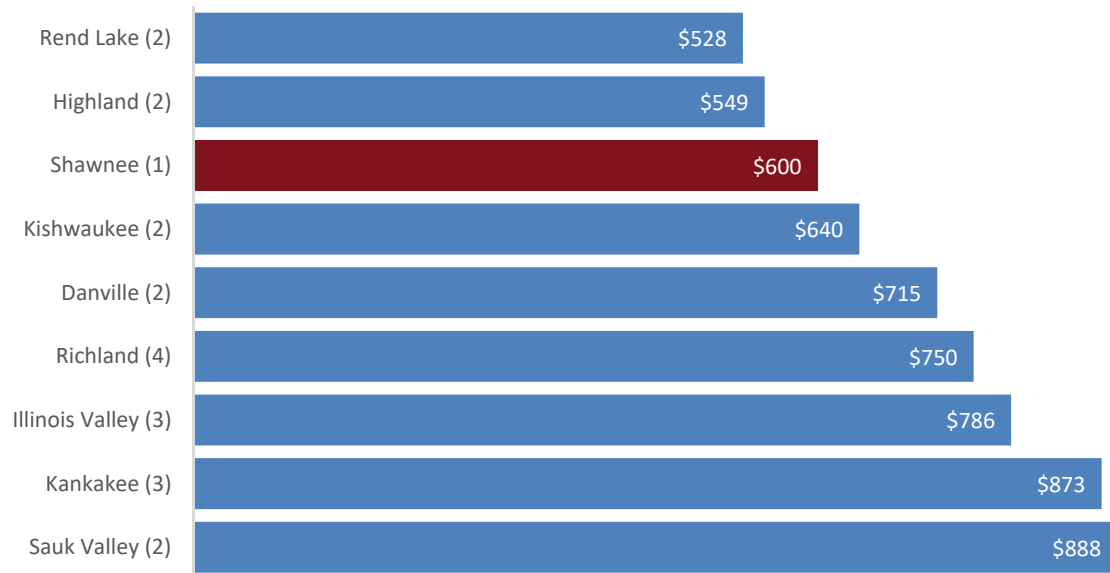
**Observation:** SCC faculty summer salaries are near the bottom of all three cohorts. These salaries could be shifted toward the median by increasing the rate by \$50-\$70 per credit-hour. Still, these salaries compare favorably, especially when considered with the full-time salary rates, geographic cost of living, and the College's comparative enrollment.

## Adjunct Faculty Rate

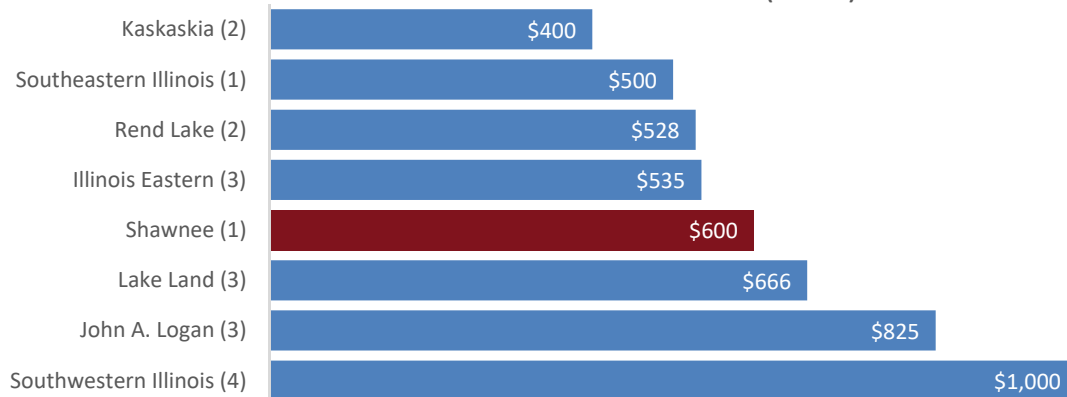
### ICCB Cohort (FY22)



### Small College Cohort (FY22)



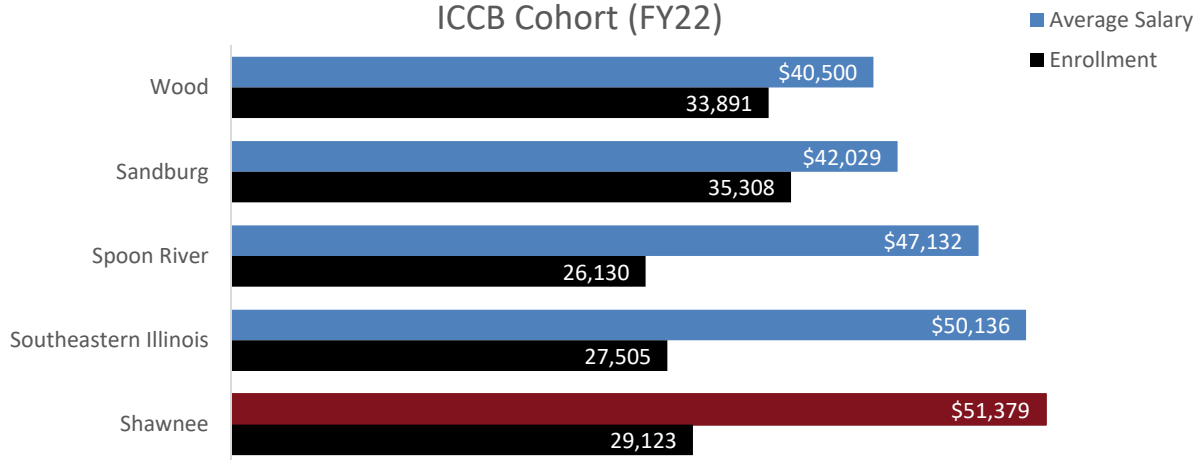
### Southern Illinois Cohort (FY22)



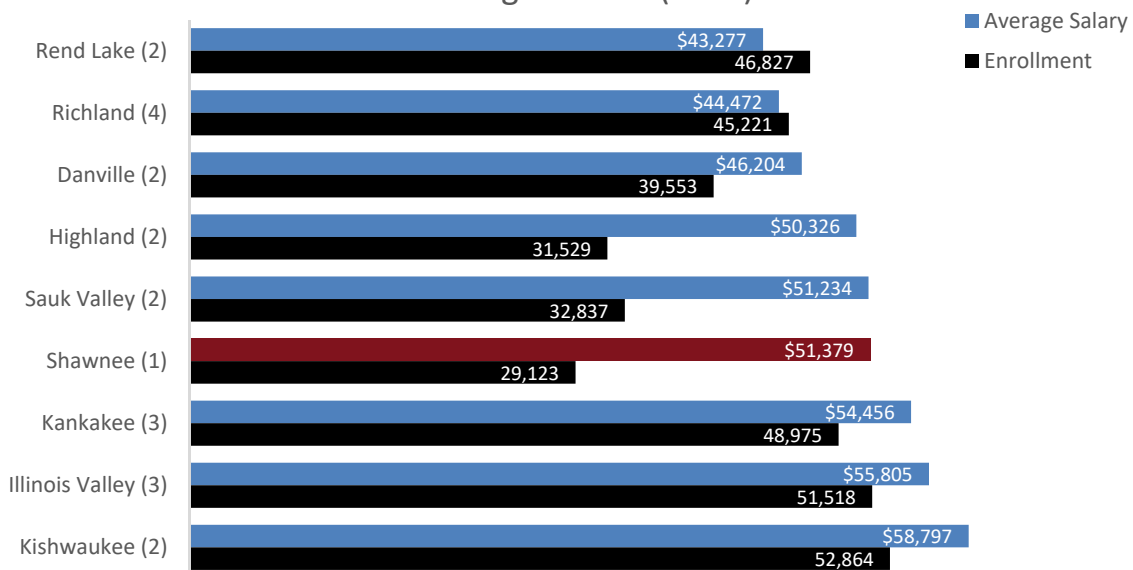
**Observation:** SCC adjunct faculty salaries are (arguably) competitive throughout all three cohorts. It should be noted, our biggest competition for adjunct faculty is John A. Logan.

## Full-Time Administrative Support Professional (Classified) Salary

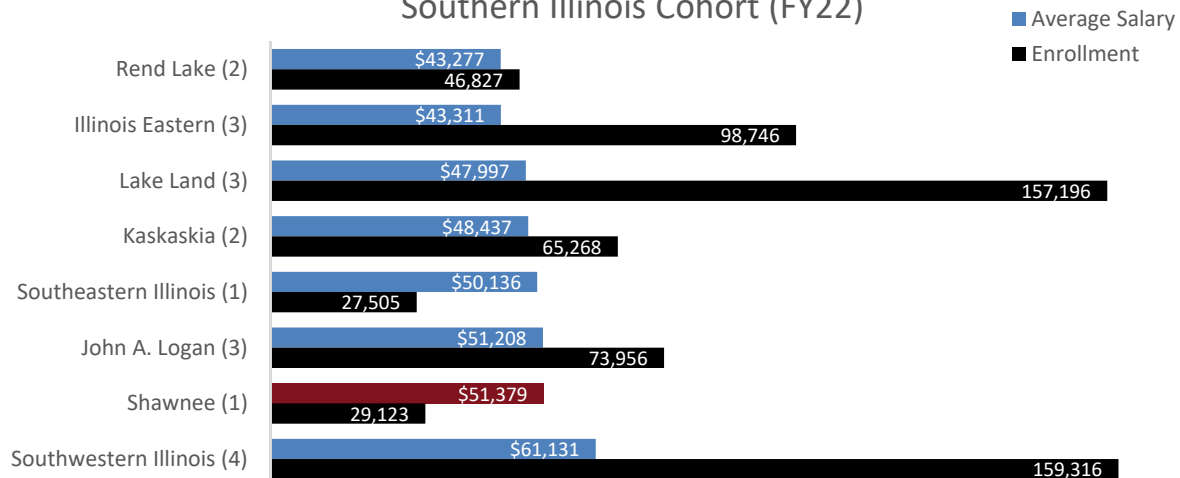
### ICCB Cohort (FY22)



### Small College Cohort (FY22)



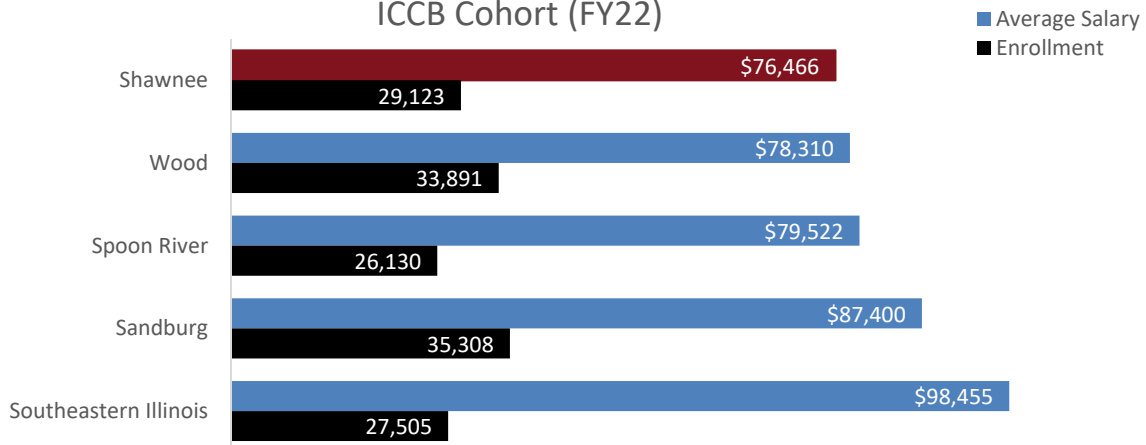
### Southern Illinois Cohort (FY22)



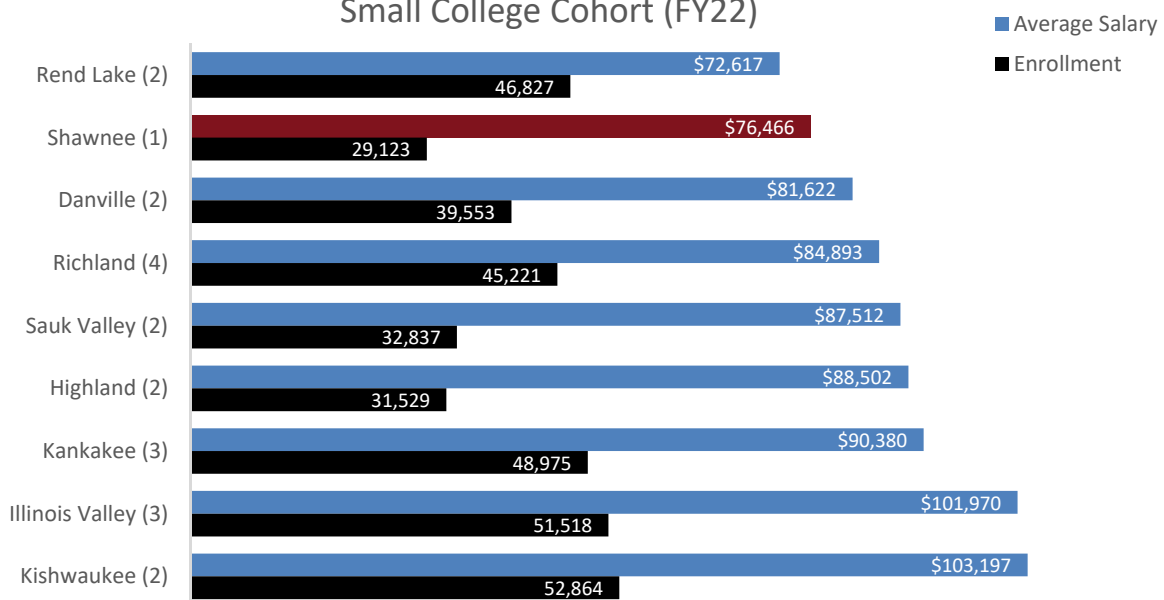
**Observation:** SCC administrative support professional (ASP) salaries compare favorably across all three cohorts, especially given the credit-hours generated. SCC ASP's make more, on average, than Highland, Rend Lake, Richland, and Danville ASP's make – all areas with higher geographic populations and higher costs of living.

## Full-Time Administrative Salary

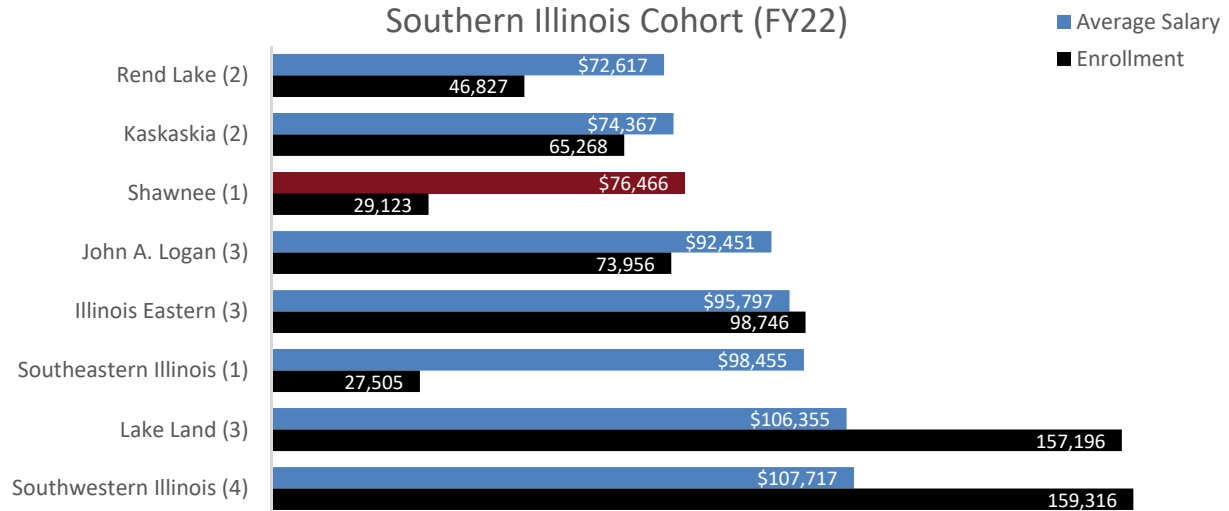
### ICCB Cohort (FY22)



### Small College Cohort (FY22)



### Southern Illinois Cohort (FY22)



**Observation:** SCC administrative salaries DO NOT compare favorably across all three cohorts. It should be noted, our biggest competition for administrators is John A. Logan and Southeastern Illinois.