

B-1 Board Core End: Faculty and Staff Focus

Background: This report addresses the board core end – *Faculty and Staff Focus*. HCC aligns its operations with the two Educational Excellence criteria for this category. Measures were selected by the board in 2003. The dashboard was introduced as a vehicle to summarize the information in 2005. Green ■ – signals that HCC is operating above the benchmark, yellow ■ – performance is at the benchmark, and red ■ – the operating level is still below the benchmark. Detail pages follow the dashboard. Any updates are indicated in blue. Information concerning benchmarks is in purple.

At its September 27, 2006, meeting, the trustees reset and approved all the current benchmarks for the most recent list of required Maryland Higher Education Commission (MHEC) indicators. These were 5-year goals and HCC is close to attaining them. For the first set of criteria within this category, both external teams rated the college as operating within the same scoring band; the Baldrige team rated the college as operating in a higher scoring band than the Maryland examiners for the second criteria.

At its November 29, 2006, meeting the trustees requested that the administration supply a short *Talking Points* summary for each core end. This summary is provided at the end of the report.

Once viewed by the board, this report will be posted on the college's website so that members of the college community can become familiar with the measures that are part of the board core end (key performance indicator) system. The website address is: http://www.howardcc.edu/about_hcc/campus_profile/board_core_ends/index.html

The administration and relevant staff review the details of all the reports that contribute to these measures. Plans for improvement are developed and included in appropriate core work and/or strategic planning for the next integrated strategic planning and budget development cycles.

Purpose: Report on the progress of the institution.

Timeline: Annual

◆————— Recommendation —————◆

This item is for information only and requires no board action.

Compliance: This report is in compliance with Board Bylaw VII - Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks.







Category 5 – Faculty and Staff Focus






This category examines the college’s efforts to build and maintain a work environment and faculty and staff support climate, conducive to performance excellence, and to personal and organizational growth.


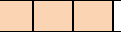






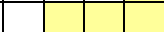

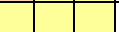

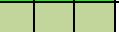
Source	Item	Current	Benchmark
External Quality Feedback	Work Systems How do your organization’s work and jobs enable faculty and staff and the organization to achieve high performance? How do compensation, career progression, and related workforce practices enable faculty and staff and the organization to achieve high performance?	Baldrige 2010 50-65%	50-65%
		MPEA 2007 50-65%	
	Faculty and Staff Learning and Motivation How do HCC’s faculty and staff education, training, and career development support the achievement of the college’s overall objectives and contribute to high performance? How do the organization’s education, training, and career development build faculty and staff knowledge, skills, and capabilities?	Baldrige 2010 50-65%	50-65%
		MPEA 2007 30-45%	
MHEC	Percent minorities of full-time faculty	20.0%	23.0%
	Percent minorities of full-time administrative/professional staff	24.4%	23.0%
QUEST (Employee Survey)	Overall Job Satisfaction	4.28	4.00
	Campus Climate:		
	Have a safe workplace.	4.24	4.00
	Satisfied with opportunities for job-related training.	4.20	4.00
	Recognized for contributing to improved quality.	4.05	4.00
Satisfied with the job security of my present position.	3.94	4.00	

External Measures

The college prepared and submitted applications to various Baldrige-based quality awards competitions; the results are indicated below. [Note: the Baldrige Criteria for Performance Excellence is periodically reviewed and changed \(2007-08 and 2009-10\).](#)

Maryland Performance Excellence Award (MPEA) Application		National Baldrige Award Application	
	Range of total applicant scores		December 2008: 561-711 No range is provided for other applicant scores – <i>Site visit</i>
	August 2006 - Score interval in which HCC was rated		December 2009: 410-560
	August 2007 - Score interval in which HCC was rated – <i>Won this year; cannot reapply for 5 years</i>		December 2010: 424-574

		0-9%	10-29%	30-49%	50-69%	70-89%	90-100%
Baldrige Criteria 1000 points	Overall Score						
							
							
							

Category 5: <i>Faculty and Staff Focus</i> 85 points		0-9%	10-29%	30-49%	50-69%	70-89%	90-100%
5.1	45 points						
							
							
							
5.2	40 points						
							
							
							

Action: The college receives a detailed feedback report delineating strengths and weaknesses in the category. The president’s team reviews those reports, collects information on the process improvements that occur in the intervening months, and decides if it is time to submit a new application. In [December 2010](#), HCC received its feedback report. [A new cross-functional team was appointed to study the feedback report and recommend any systemic changes that are needed to enhance HCC process alignment and produce improved student outcomes.](#)

Benchmark: When the benchmark was originally set, institutions receiving an overall score of 450 and above received at least site visits. In April 2009, the board accepted the administration’s recommendation to increase the benchmark. [HCC will receive a 50-65% percent rating for category #5 of the performance excellence criteria by 2013.](#)

Next are two measures **mandated by the Maryland Higher Education Commission (MHEC)**. Note peer colleges: College of Southern Maryland, Harford Community College, Frederick Community College.

To comply with new U.S. Department of Education requirements, HCC collects and reports the race and ethnicity of students, faculty, and staff in new categories. The revised MHEC definition uses the citizenship and ethnicity status of students, faculty, and staff *in addition* to their race to calculate minority and non-minority groups. This precludes the direct comparison of 2010 data with prior years, i.e., nine full-time faculty had to be excluded from the numerator and denominator in the 2010 calculation. In the faculty calculation, there were six of those who would have been reported as minority under the previous calculation; HCC would have reported 22.7 percent minority faculty.

<i>Minorities include African Americans, Asian Americans, Hispanics, and Native Americans; minorities do not include foreign or other. *Starting in fall 2010, first HCC must totally remove from this calculation anyone who indicated they were "foreign/non-resident alien or unknown." Next, if anyone in the remaining cohort indicates they are Hispanic/Latin, they are automatically considered "minority." For the group that remains, minorities are considered any person whose race/ethnicity is not "white only."</i>						
	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Benchmark Fall 2010
Percent minorities of full-time faculty	18.9%	22.1%	21.1%	22.0%	*20.0%	23.0%
	n=24/127	n=31/140	n=31/147	n=33/150	n=29/145	
<i>Peer AVG:</i>	10.3%	10.1%	10.4%			
<i>Statewide AVG:</i>	14.6%	14.9%	15.5%			
<i>Minorities include African Americans, Asian Americans, Hispanics, and Native Americans; minorities do not include foreign or other. Same comment*</i>						
	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Benchmark Fall 2010
Percent minorities of full-time administrative/ professional staff	22.8%	20.9%	23.3%	22.8%	*24.4%	23.0%
	n=41/180	n=36/172	n=42/180	n=38/167	n=42/172	
<i>Peer AVG:</i>	11.5%	15.9%	16.3%			
<i>Statewide AVG:</i>	20.1%	21.3%	20.9%			

Internal Measures

Employee satisfaction is an original board of trustees' indicator.

HCC's most valuable resource is its employees; therefore, the college will take steps to assure a productive, competent, up-to-date, and competitively compensated workforce. Several measures will demonstrate this commitment.

- Compensation. The college will monitor information about market rates every year and will propose salary scale changes to the board every two or three years. A major study will take place at other intervals.
- Currently employed staff will annually be given the systematic opportunity to rate their job satisfaction, college climate, and the various college services.
Benchmark: All employee groups will evaluate their job satisfaction and college climate at the 4.0 (out of 5) or above level.

Compensation

Working with an outside consultant, the office of human resources completed the board-approved comprehensive faculty and staff salary study during fiscal year 2007. Based on the results of this study, on July 1, 2008, the college spent \$205,641 for employee salaries to reclassify positions at the appropriate level. For FY11, faculty and staff were eligible for a 1 percent merit increase on July 1, 2010, and then another 1 percent effective January 1, 2011. The overall FY12 salary considerations were discussed during the January 12, 2011, board of trustees' budget work session as part of the budget proposal approval process.

Employee Satisfaction Survey Results

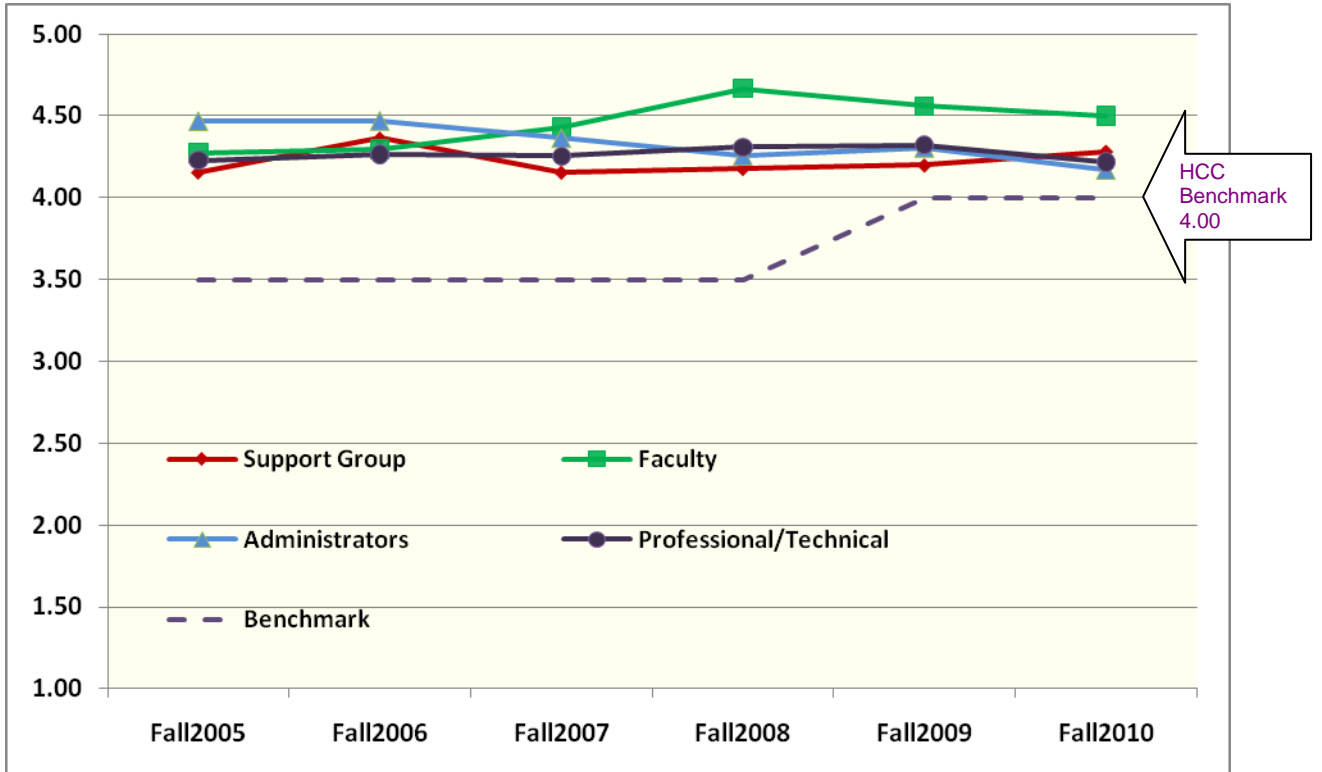
The QUEST (QUality Evaluation of Service Trends) survey ratings shown below are on a five-point agreement scale, with 5 being the highest and 1 the lowest. This year's overall job satisfaction rating does exceed the 4.0 benchmark set by the board.

Job Satisfaction

BY YEARS AT HCC

	2006 QUEST	2007 QUEST	2008 QUEST	2009 QUEST	2010 QUEST
1 to 5 Years	4.28	4.31	4.35	4.29	4.31
6 to 10 Years	4.30	4.37	4.30	4.26	4.10
11 to 15 Years	4.20	4.14	4.26	4.33	4.30
16 to 20 Years	4.50	4.30	4.07	4.44	4.20
21 to 25 Years	4.41	4.32	4.79	4.44	4.40
Over 25 years	4.64	4.13	4.25	4.63	4.54
OVERALL RATING ON JOB SATISFACTION	4.31	4.29	4.32	4.34	4.28

This next indicator is also a Dragon's Vital Sign.



Description of the Indicator: The QUEST survey is administered every year to all budgeted HCC employees in the fall semester. Ratings are given on a five-point satisfaction scale, ranging from "Strongly Agree" (5) to "Strongly Disagree" (1). The ratings on this chart show the mean rating on job satisfaction for each employee group. The current categories have been used since 2000.

Benchmark: The overall rating for employee satisfaction will be 4.00 for all groups.

Performance Outcome: For 2010, the benchmark is met for all groups.

Data Source: Data is from HCC's annual QUEST survey administered and analyzed by the planning, research, and organizational development (PROD) office.

Since 2003, the QUEST (QUality Evaluation of Service Trends) survey has been arranged by the Baldrige educational excellence categories. Ratings are shown below for all the items in category 5 – Faculty and Staff Focus – on a five-point agreement scale, with 5 being the highest and 1 the lowest. The administration added a few new items to collect information needed for the performance excellence application.

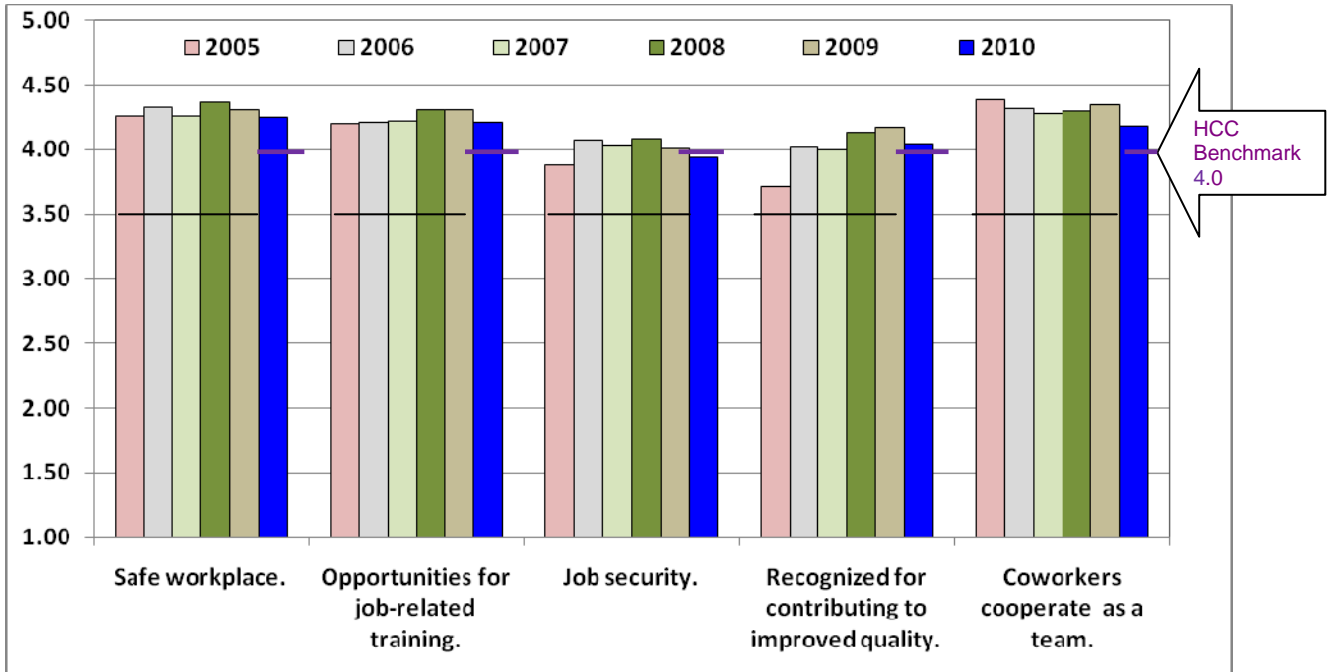
The top rated item was: *I am engaged in my work at HCC*. Four measures (*My job at HCC is secure; Employees are fairly and consistently evaluated; I am satisfied with the employee appraisal process; and I am satisfied with my salary*) were rated below the recently raised (in 2010) HCC benchmark of 4.00. The economic recession has impacted the college’s ability to offer substantial pay raises; however, the college has not furloughed employees as other government-funded agencies have done. The administration will seek additional information on the appraisal process items to see if further action is required.

Category V: FACULTY AND STAFF FOCUS	2008	2009	2010	2009-10 Difference
I am engaged in my work at HCC.	na*	4.54	4.56	+0.02
My supervisor/division head communicates with me about my performance at least twice a year.	4.38	4.35	4.30	-.05
I am satisfied with HCC's support for health/wellness.	4.30	4.29	4.29	0
I think others in my work unit are engaged in their work.	na*	4.37	4.28	-.09
I can make changes that will improve my work.	4.31	4.35	4.25	-.10
I have a safe workplace.	4.37	4.31	4.24	-.07
In the past fiscal year I received a fair evaluation of my job performance.	4.19	4.35	4.20	-.15
I am satisfied with opportunities for job-related training.	4.31	4.31	4.20	-.11
The people I work with cooperate and work as a team.	4.30	4.35	4.18	-.17
My supervisor/division head encourages me to develop my job skills.	4.28	4.24	4.17	-.07
My supervisor/division head and my organization care about me.	4.25	4.28	4.14	-.14
People who work at HCC treat each other with respect, regardless of position.	4.29	4.31	4.13	-.18
I am recognized for contributing to improved quality.	4.13	4.17	4.05	-.12
My job at HCC is secure.	4.08	4.00	3.94	-.06
Employees are fairly and consistently evaluated.	3.87	3.94	3.72	-.22
I am satisfied with the employee appraisal process.	na*	3.77	3.58	-.19
I am satisfied with my salary.	na*	3.49	3.42	-.07

*na = added to survey in 2009

The next trend chart displays the subset of category 5 items selected to represent “Campus Climate.” **HCC has met the 4.0 benchmark except in the Job Security category.**

Campus Climate Trends



The entire college community has access to a full report for the QUEST survey results. There are also many tables presenting different ways to look at the data for potential action; including a table listing the **ratings of all campus services**.

The internal measures for *Professional and Staff Development* will be presented to the board as part of the **Fiscal Year 2010 Workforce Snapshot**.

Board of Trustees Talking Points

As determined by outside evaluation, HCC's performance management system supports high performance and workforce engagement. Employee work is well-aligned to unit and organizational plans. HCC has an effective systematic well-deployed approach for communication and professional development. It measures employee engagement and satisfaction, and collects information to offer improvements to those systems supporting its workforce. HCC continually assesses workforce capability and capacity and has a well-deployed systematic process for hiring and training of new employees.

From an all employee survey – Job satisfaction is rated at 4.28 (on a 5-point satisfaction scale).

HCC must remain diligent in its pursuit of successful minority full-time faculty, administrative, and professional/technical candidates.

In FY10, there were 2,465 employees at HCC