



COLORADO

COMMUNITY COLLEGE SYSTEM

CCCS WORKFORCE REPORT
December 2019
System Human Resources

Executive Summary

The following report reflects the characteristics of CCCS employees as of October 31, 2019. This report does not include approximately 4,000 hourly and student employees who work seasonal, temporary, and variable schedules throughout the year.

The median age of CCCS employees is 45. This is the same as the median age reported by CUPA-HR for employees in higher education institutions. The median age for employees in the U.S. workforce is 42. CCCS employees represent 5 generations in the workforce, with the largest percentage of employees, 40.3%, between the ages of 39 and 54 (Gen Xers).

The CCCS workforce is aging with a high level of retirement eligibility. Since 2015 an estimated 14% of employees each year were eligible for retirement and 29% of the CCCS workforce is over age 55. With low unemployment and an increasingly competitive job market, CCCS needs to focus efforts on retaining current employees and preparing employees for future opportunities within our system.

Every other year CCCS conducts an Employee Climate Survey. Each college receives the results of the Employee Climate Survey for their college and develops strategies to respond to the results. System wide, according to the 2018 CCCS Climate Survey, the most important factors in employee satisfaction were flexibility to balance life and work; total compensation, including pay and benefits; and communication and trust with colleagues and leaders. Chancellor Garcia, CCCS Executive Staff, and the President's Council reviewed the results and discussed strategies to improve trust and communication, paying particular attention to improving trust and communication between employees and senior level management as employee relationships with immediate supervisors had a high level of satisfaction. Total compensation is an area of lower satisfaction for employees. Identifying strategies to address lower satisfaction with pay is important to hiring and retention efforts across the system.

The results of the 2018 Climate Survey showed that employees were very satisfied with the relationships they have with their co-workers, the amount of paid time off they receive, and the meaningfulness of their jobs. These factors, in addition to high levels of satisfaction reported for employees' relationships with their immediate supervisor, likely contribute to CCCS' higher than average employee tenure. The U.S. Bureau of Labor Statistics reported in 2018 that the average median number of years workers stayed with their current employer was 4 years. The average time CCCS employees have been in their current positions is 4 years but the average time they have been with CCCS overall is 6 years. Faculty have the highest tenure of CCCS employees at 10 years.

CCCS is doing well in employing women within the system. Women outnumber men 59% to 41%. Similarly, female students outnumber male students at CCCS at 55% and 45%,

respectively. The CCCS workforce also has a significant number of women in leadership positions. According to a 2017 report from the American Council on Education, women have earned the majority of doctorates for eight consecutive years but only represent 30% of college presidents. At CCCS, 6 out of 13 or 46% of college presidents are women.

Finally, CCCS is focused on diversifying its workforce and creating inclusive environments for employees. 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. This report shows two comparisons: one for the available Colorado workforce and the other for CCCS students. Since the implementation of the 2015-2025 strategic plan, CCCS has closed the gap between the Colorado workforce for employees identifying as Black and reduced the gap for employees identifying as Hispanic.

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.

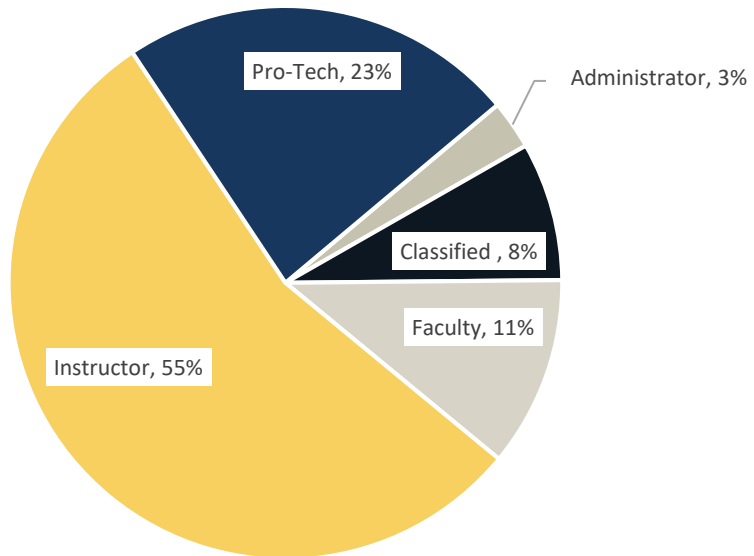
Administrators, professional and technical staff are employees whose duties are comprised of more than 50% administrative, supervisory, professional or technical duties performed in positions that have been exempted from the State Personnel System. Administrators, typically those positions reporting directly to a President or part of a President's leadership team, have been separated from the Professional-Technical (Pro-Tech) 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, and are commonly referred to as "Adjunct Instructors".

CCCS Employee Types



CCCS Workforce at a Glance

Total number of employees with an Active status on October 31, 2019: 9,977

Average Age: 46

Gender: 59% Female, 41% Male

Average Service with CCCS: 6 years

Average Time in Current Position: 4 years

Currently Eligible to Retire: 14.9%

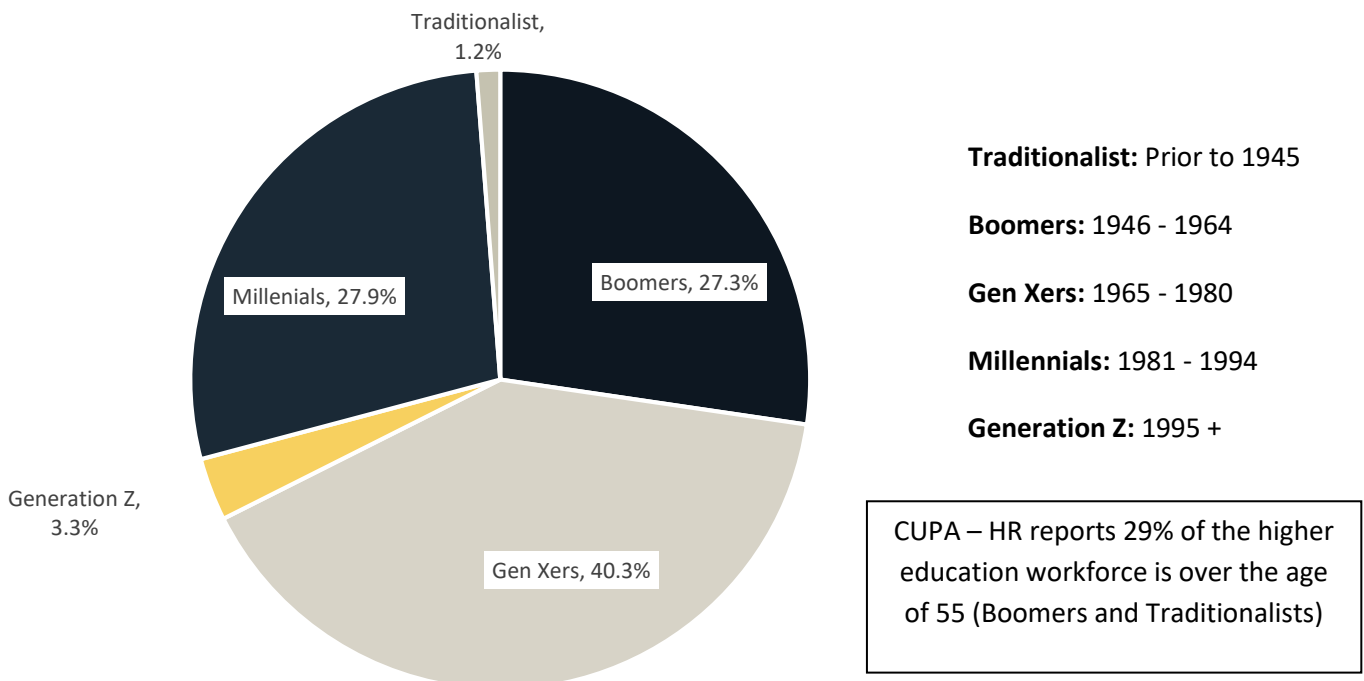
Eligible to Retire in 5 Years: 13.7%

FY 2019 Turnover in benefit eligible positions: 15.0%

Workforce Stats by College

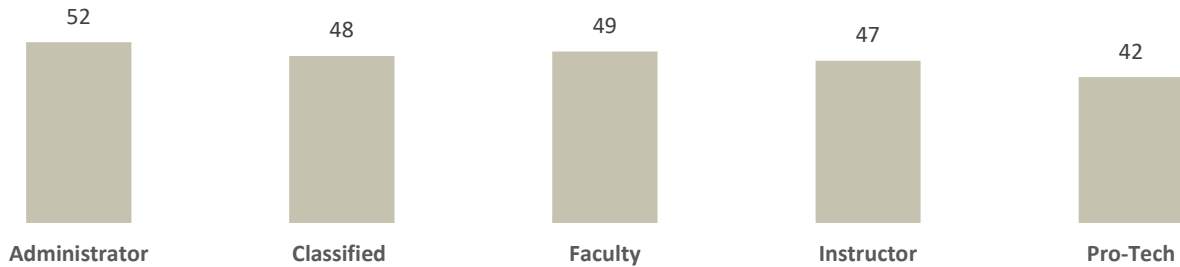
	Active Employees	Average Age	Average Years with CCCS	Average Years in Current Position	Current Retirement Eligibility	Retirement Eligibility in 5 Years	FY 2019 Turnover
ACC	982	47	6	4	15.0%	15.8%	11.3%
CCA	715	44	5	4	10.8%	12.5%	22.7%
CCD	866	45	6	4	15.1%	11.5%	18.2%
CNCC	256	45	4	2	11.4%	9.0%	26.9%
FRCC	2155	46	6	4	15.2%	13.4%	15.0%
LCC	135	46	6	5	14.9%	14.9%	13.9%
MCC	236	45	6	4	14.0%	19.9%	12.8%
NJC	238	44	7	5	16.6%	15.0%	16.3%
OJC	173	43	6	5	11.1%	9.3%	11.5%
PCC	720	48	6	4	17.4%	16.9%	10.4%
PPCC	1452	46	7	4	16.0%	15.0%	13.2%
RRCC	1055	45	7	4	13.8%	10.5%	15.0%
TSJC	332	48	7	4	20.5%	15.3%	11.4%
System Office	662	47	7	5	15.9%	16.9%	18.8%

CCCS Generations

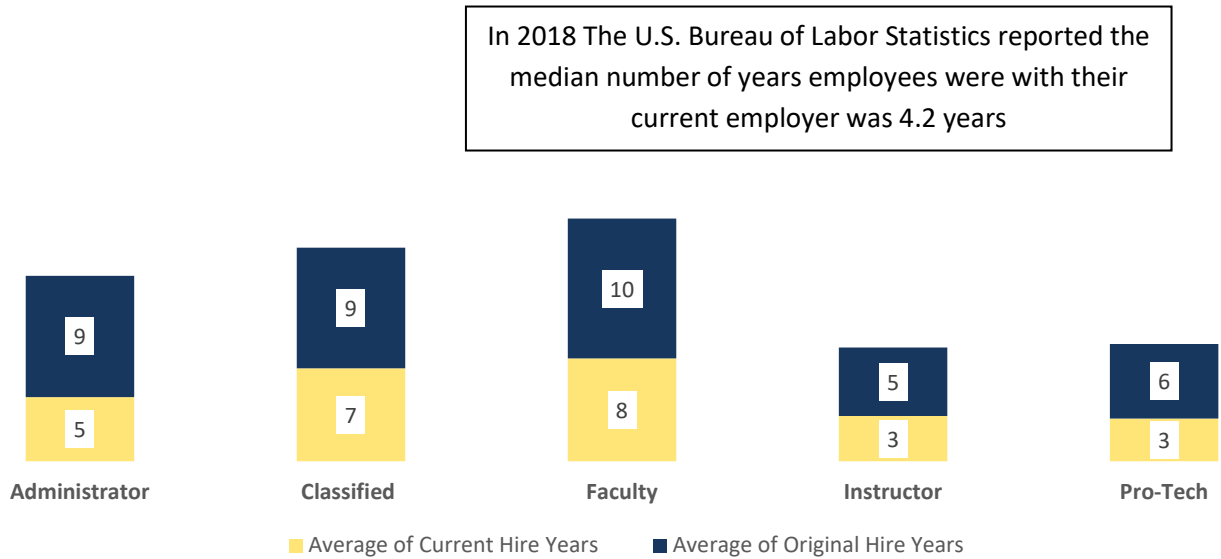


CCCS Employee Demographics by Employee Type

Average Age

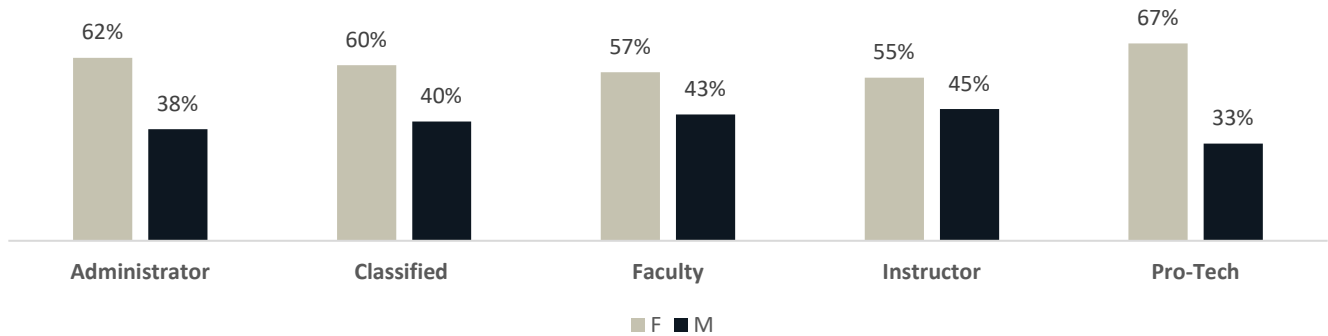


Average Years of Service



Current hire reflects the time employees have been in their current position. Original hire reflects the total time employees have been within CCCS.

Gender



Race

	American Indian/ Alaskan Native	Asian or Pacific Islander	Black	Hispanic	More than One Race	White
2010 Colorado Census	0.7%	2.9%	3.9%	19.1%	0.3%	73.2%
CCCS Workforce	1.0%	3.5%	3.8%	10.6%	0.4%	80.7%
Administrators	1.1%	2.8%	7.1%	8.5%	0.7%	79.8%
Classified	1.6%	4.4%	5.8%	24.2%	0.4%	63.7%
Faculty	0.6%	3.3%	1.8%	6.0%	0.3%	87.9%
Instructors	1.1%	3.0%	2.9%	7.1%	0.2%	85.8%
Professional Technical	0.7%	4.4%	5.8%	16.5%	0.8%	71.7%

KPM 2.1 – Implement inclusive hiring practices and employee retention efforts to achieve a workforce that reflects student and community demographics.

Shaded cells represent significant gaps where the CCCS workforce for an identified race is more than a 20% difference from the Colorado Census data for availability of the same race.

	American Indian/ Alaskan Native	Asian or Pacific Islander	Black	Hispanic	More than One Race	White
AY 2019 Student	0.9%	4.0%	6.3%	25.1%	4.4%	59.3%
CCCS Workforce	1.0%	3.5%	3.8%	10.6%	0.4%	80.7%
Administrators	1.1%	2.8%	7.1%	8.5%	0.7%	79.8%
Classified	1.6%	4.4%	5.8%	24.2%	0.4%	63.7%
Faculty	0.6%	3.3%	1.8%	6.0%	0.3%	87.9%
Instructors	1.1%	3.0%	2.9%	7.1%	0.2%	85.8%
Professional Technical	0.7%	4.4%	5.8%	16.5%	0.8%	71.7%

KPM 2.1 – Implement inclusive hiring practices and employee retention efforts to achieve a workforce that reflects student and community demographics.

Shaded cells represent significant gaps where the CCCS workforce for an identified race is more than a 20% difference from the 2019 Academic Year data for students of the same race.

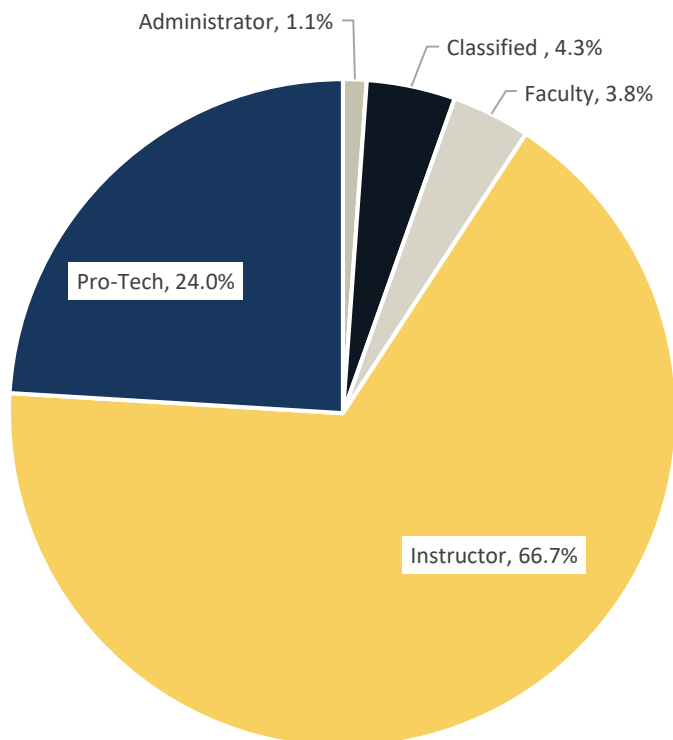
Rural/Urban Workforce Comparisons

	American Indian/ Alaskan Native	Asian or Pacific Islander	Black	Hispanic	More than One Race	White
Rural AY 2019 Student	1.8%	1.0%	4.4%	31.5%	2.6%	58.7%
Rural Workforce	0.7%	1.1%	1.4%	15.9%	0.4%	80.5%
Rural Administrators	--	--	2.7%	10.7%	--	86.7%
Rural Classified	1.2%	1.2%	0.6%	31.0%	--	66.1%
Rural Faculty	0.3%	1.6%	0.3%	7.3%	--	90.4%
Rural Instructors	1.0%	0.7%	1.1%	13.2%	0.2%	83.8%
Rural Pro-Tech	0.3%	1.7%	2.5%	20.8%	1.0%	73.6%

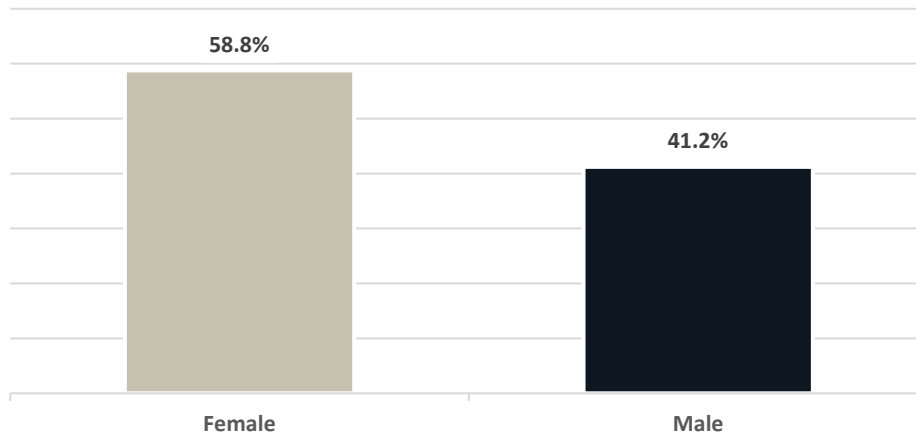
	American Indian/ Alaskan Native	Asian or Pacific Islander	Black	Hispanic	More than One Race	White
Urban AY 2019 Student	0.7%	4.6%	6.7%	23.8%	4.8%	59.5%
Urban Workforce	1.1%	4.1%	4.4%	9.2%	0.4%	80.8%
Urban Administrators	1.4%	3.9%	8.7%	7.7%	1.0%	77.3%
Urban Classified	1.8%	5.3%	7.2%	22.3%	0.5%	63.0%
Urban Faculty	0.8%	4.0%	2.4%	5.5%	0.4%	86.9%
Urban Instructors	1.1%	3.4%	3.3%	5.9%	0.2%	86.1%
Urban Pro-Tech	0.9%	5.4%	6.9%	15.0%	0.8%	71.0%

CCCS New Hire Demographics

The following charts represent data for employees hired July 1, 2018 or later.



The average age of new hires at CCCS is 41



	American Indian/ Alaskan Native	Asian or Pacific Islander	Black	Hispanic	More than One Race	White
2015 CCCS Workforce	0.7%	2.7%	3.0%	8.9%	0.5%	82.0%
New Hire Workforce (hired after 7/1/2018)	1.1%	3.2%	5.0%	11.3%	0.3%	79.0%
New Hire Administrators	--	--	13.3%	16.7%	--	70.0%
New Hire Classified	2.7%	0.9%	8.1%	26.1%	--	62.2%
New Hire Faculty	1.0%	6.2%	1.0%	10.3%	--	81.4%
New Hire Instructors	1.0%	2.9%	4.1%	8.5%	0.2%	83.3%
New Hire Pro-Tech	1.0%	4.2%	7.3%	16.3%	0.8%	70.4%

KPM 2.1 – Implement inclusive hiring practices and employee retention efforts to achieve a workforce that reflects student and community demographics.

Conclusion

CCCS has a strategic initiative to move toward a workforce that is representative of its diverse student body. Employees hired since July 1, 2018 are more diverse than the 2015 CCCS workforce. The diversity of race is most notable for Black and Hispanic Administrators, Hispanic Faculty, and overall for Instructor and Professional Technical employee types. These successes can be contributed to revisions of selection processes, including a more focused attention on language used in job announcements, establishing diverse candidate pools, and bias training for selection team members; participation in diversity recruitment fairs; diversity and inclusion training for employees; and increased discussion on the importance and value of a diverse workforce and its impact on student success. While CCCS has closed gaps in many areas between the diversity of its workforce and the available Colorado workforce, focused work continues to close the gaps between the diversity of the CCCS workforce and its students.

Higher education institutions across the country are working to diversify their Faculty and Staff. To show where CCCS' efforts to diversify are compared to colleges across the nation, the table below shows IPEDS workforce data at Associate's colleges and the current CCCS workforce data.

	American Indian/ Alaskan Native	Asian or Pacific Islander	Black	Hispanic	More than One Race	White
IPEDS Associate College's Workforce	0.7%	4.5%	11.9%	9.7%	1.1%	72.2%
CCCS Workforce	1.0%	3.5%	3.8%	10.6%	0.4%	80.7%

While the CCCS workforce is more diverse today than it was in 2015, there are still significant racial gaps. To address the strategic goal of a workforce that is aligned with the diversity of its student body, CCCS must implement more active recruitment strategies. This is especially necessary when the job market shows low unemployment and high competition for talent. Continued efforts to build inclusive work environments and retain employees once they are hired will also be key in continuing to diversify the workforce.