



Board Monitoring Report

Human Resources

March 20, 2025



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Executive Summary

Following 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. Specific monitoring measures and performance indicators are suggested in each Strategic Outcomes policy and aligned to Strategic Plan strategies.

The Strategic Outcomes policies for Human Resources are:

- Employee Relationships (B3001)
- Organizational Culture (B3003)
- Employment, Compensation, & Benefits (B3004)

The Key Performance Areas (KPA's) are:

- Preparation, Performance, Cultural Condition, and Employee Satisfaction

This report updates Human Resource activities aligned with the Board's Strategic Outcomes using the Key Performance Indicators (KPIs) in the Shawnee Community College Effectiveness System (SCCES).

The areas of measure 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
- Reward & Recognition
- Enhanced Effort
- Work Environment Quality
- Loyalty
- Pride
- Morale
- Environment



Preparation

Leadership

Lead by Example/Problem-Solving/Conflict Management/Customer Service

All employees were trained on 'Maintaining a Respectful Workplace'. The training covered workplace respect, legal responsibilities under Title VII, recognizing and addressing inappropriate behavior, and expectations for communication and conduct.





Growth & Development/Environment

% of budget spent on employee development

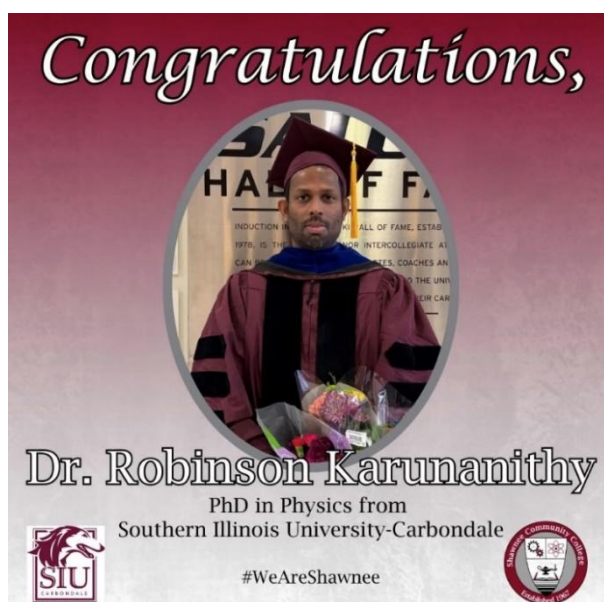
The College supports ongoing employee professional development. A process for tracking professional development is now available in MySCC on the Employee Apps. At the time of this report, a rough estimate of 1% of the budget is spent on employee development. The majority of employees utilize grant funds for conference participation.

Professional Development

- American Heart Association-Basic Life Support Instructor
- Campus Threat Assessment & Management
- Chair Academy Leadership Development
- Fostering A Sense of Belonging: Promoting Engagement
- Holistic Approach to Leadership and Management Development
- ILASFAA Fall Workshop - Pell Credential Session
- NASFAA Verification 2025-26 Extended Edition
- Strategies to Advance Leadership
- Transforming Workplace Engagement through Emphatic Communication

Career Advancement

- Speech Instructor, Tim Frizzell, PhD in Communication, Digital Media, and Journalism from Liberty University
- Nursing Instructor, Hailey Merriman, Master of Science, Nursing – Education from Western Governors University
- Automotive Instructor Alex Copley, Certificate of Completion training for Hybrid & Electric Vehicle Boot Camp





Organizational Alignment/Operating Standards

of policies/operating standards reviewed and changed

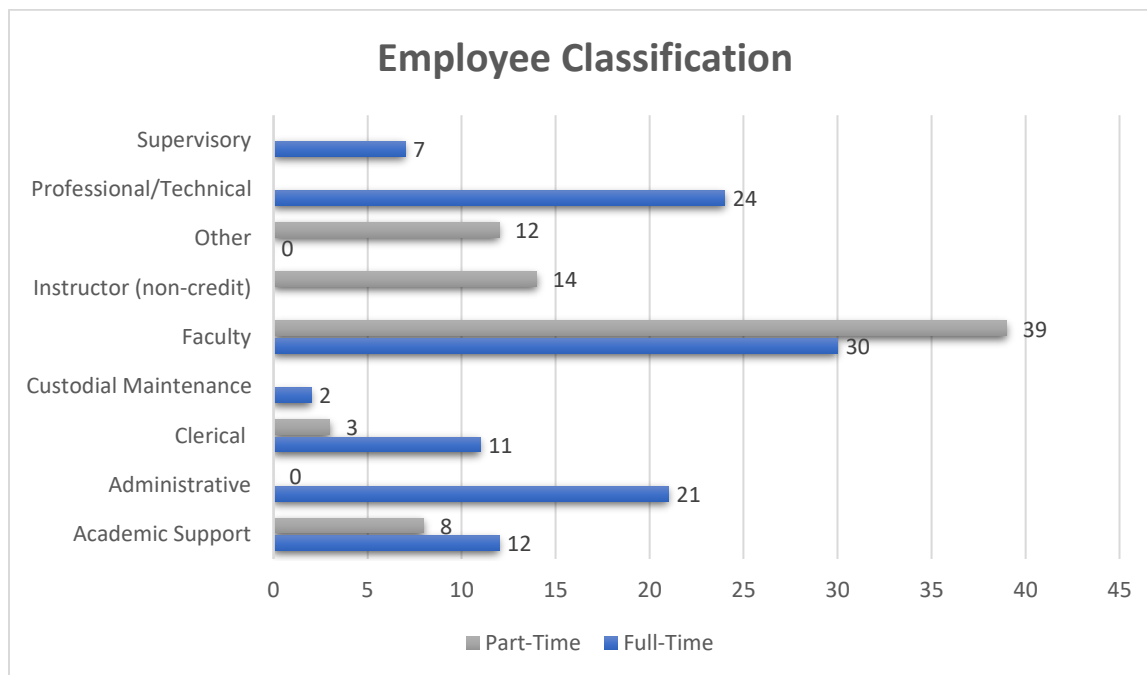
The Executive Council has approved the following policies:

- Culture of Professionalism & Inclusion
- Pursuit of Excellence in Employment Practices
- Pursuit of Excellence in Compensation & Benefits
- Culture of Equity & Respect and Culture of Confidentiality & Disclosure

The Executive Council has approved the following operating standards:

- Staffing, Recruitment, and Selection of Full-Time Employees

Employee Diversity





Performance

Communication

Opportunities for two-way group communication

- Cabinet
- Departmental meetings
- Shared Governance Councils and Teams

College-wide meetings

During the Spring Convocation, employees focused on preparing for the HLC accreditation visit. We held mini-prep sessions to ensure everyone was well-versed in each criterion.



College-wide email

The Executive Director for Public Information & Marketing sends a weekly In Case You Missed It email to recap all the events and communication from the previous week.

Employee Recognition

In addition to the **Saints Service Awards**, which honor employees for significant service milestones, the team introduced new initiatives to recognize and celebrate employees.

Shawnee Super Saints is a monthly recognition program that celebrates an outstanding employee who exemplifies excellence, dedication, and a positive impact on our college community.

Shawnee Community Kudos is a peer recognition program that celebrates employees' outstanding contributions, exceptional teamwork, and positive impact on the college community, highlighting and acknowledging their efforts.



Effort & Strategy Alignment

Activities performed as part of the strategic plan

- Customer service training with Inclusive Outliers.
- Leadership training with Steve Gavortorta Group.
- Implementation of Human Resource software. The first phase of the recruitment implementation was completed in November 2024, and the second phase of the onboarding implementation is anticipated to be completed in May 2025. The software will support HR in employee recruitment, onboarding, and performance management.
- Comprehensive compensation study to ensure competitive compensation, review and update job descriptions, and provide tools for adjusting salaries as job functions evolve.

- **HLC Appreciation Lunch**

Human Resources organized an appreciation lunch to celebrate the work of students, faculty, and staff for the accreditation visit.



- **Employee Appreciation**

The Employee Relations Team chose a handwritten note from supervisors to their direct reports expressing gratitude for outstanding work as a powerful way to show employee appreciation.





Decision-Making

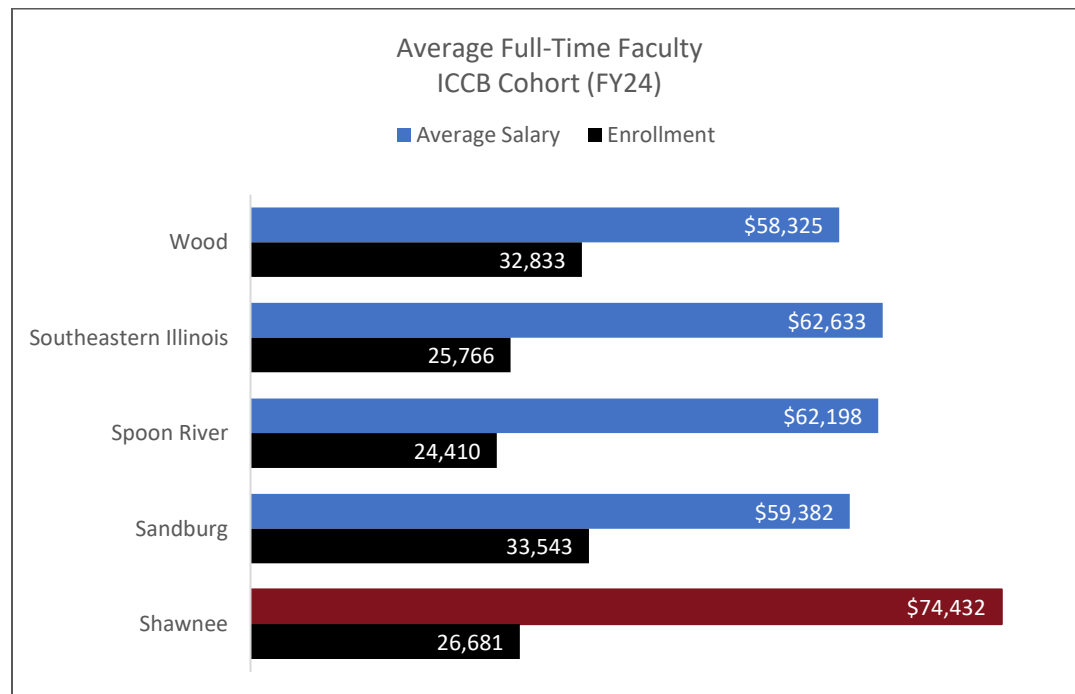
Data Sharing

In addition to the compensation study, the College analyzes the data from the ICCB Faculty, Staff, and Salary (C1) report as a tool for salary comparison. This reflects the census date of November 1, 2023. The FY24 ICCB Salary Report is available on the ICCB website at <https://www.iccb.org/wp-content/pdfs/reports/salaryrpt24.pdf>

Data are presented by peer group with statewide totals. The seven peer groups are based on a combination of college enrollment (semester), geographic location, and financial data:

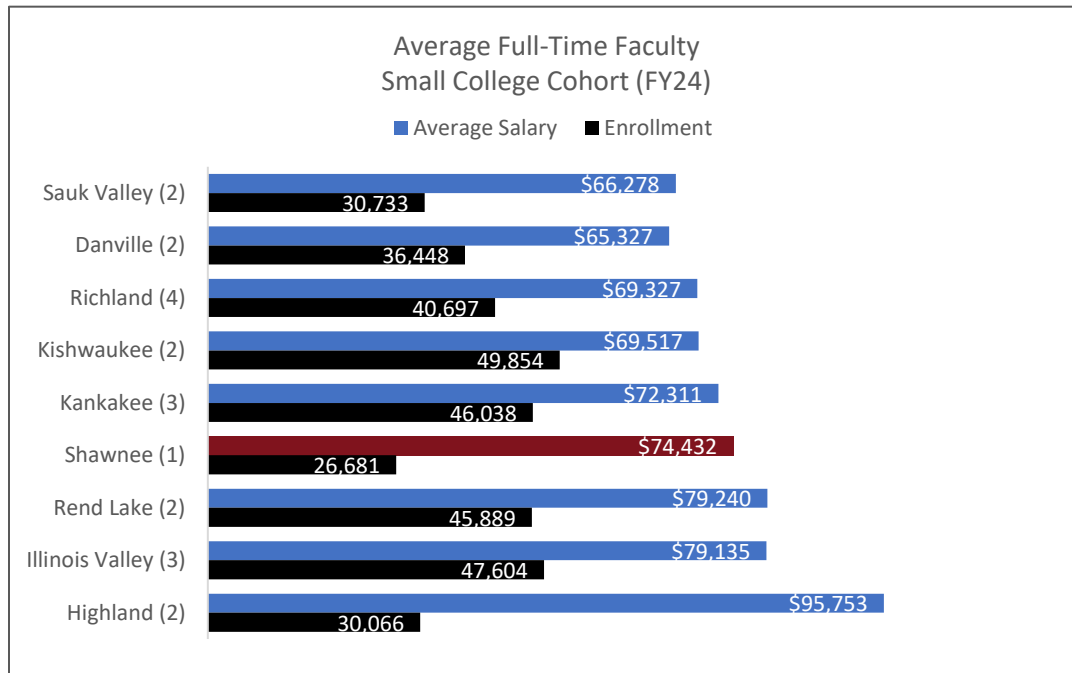
1. Headcount enrollment of less than 3,000, downstate, located in or near communities of less than 50,000 population.
2. Headcount enrollment of approximately 3,000 to 4,000, downstate, located in or near communities of less than 50,000 population.
3. Headcount enrollment greater than 4,000, downstate, 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

SCC's full-time faculty salaries are ranked 1 out of 5 in the ICCB peer group.

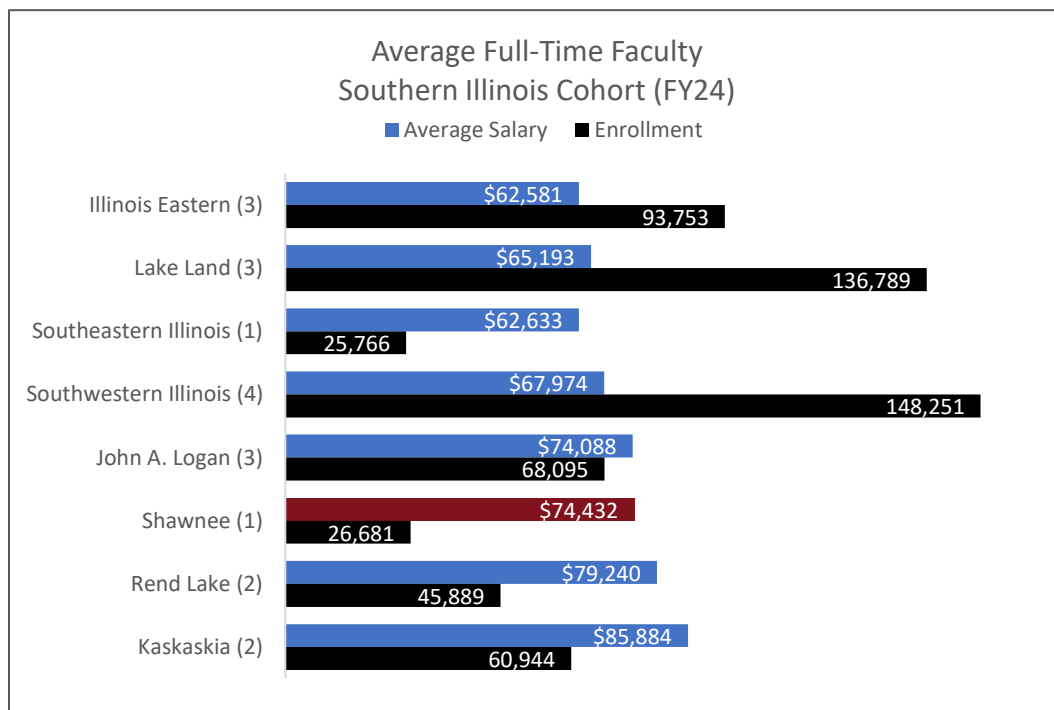




SCC's full-time faculty salaries are ranked 4 out of 9 in the Small College peer group

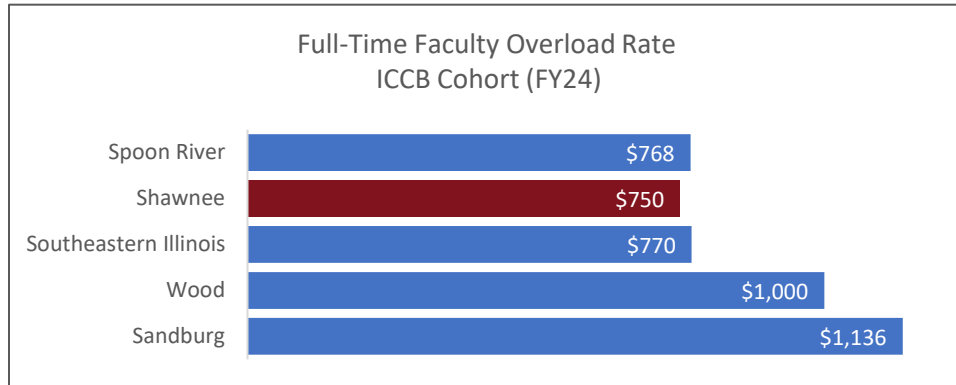


SCC's full-time faculty salaries are ranked 3 out of 8 in the Southern Illinois peer group.

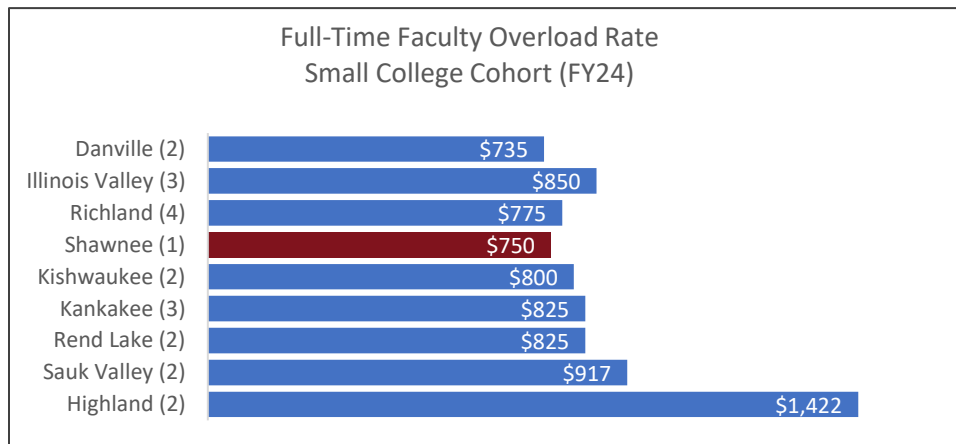




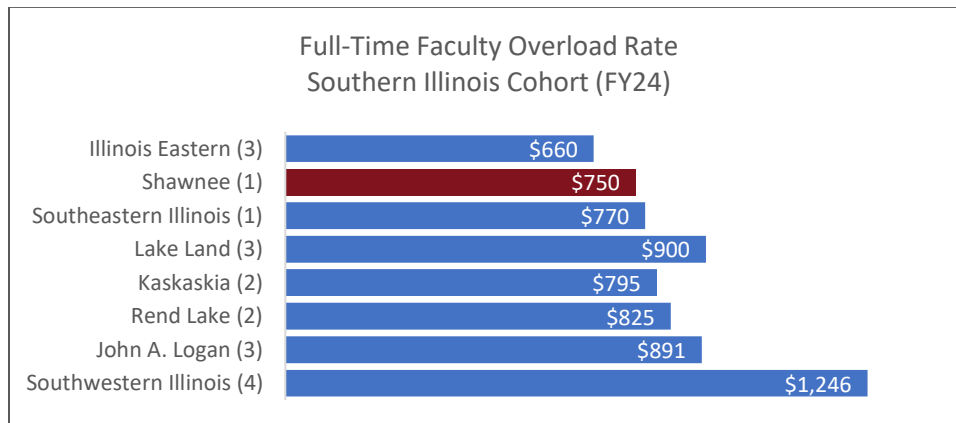
SCC's full-time faculty overload rate is ranked 5 out of 5 in the ICCB peer group.



SCC's full-time faculty overload rate ranks 8 out of 9 in the Small College peer group.

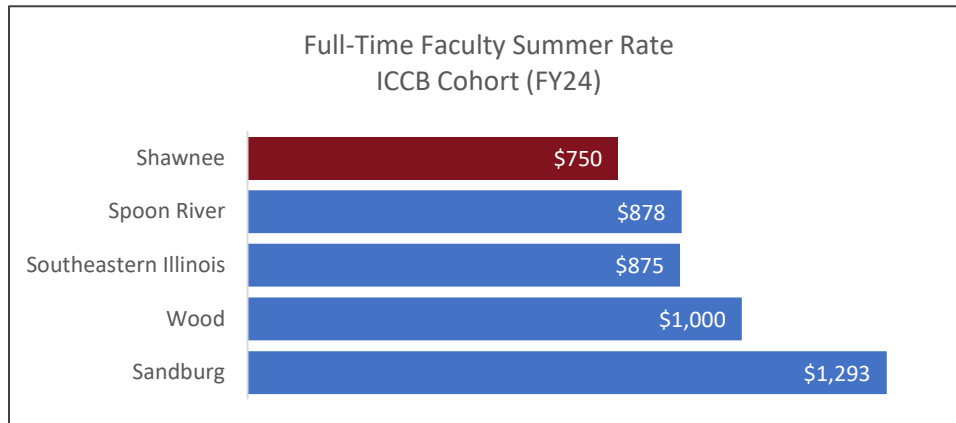


SCC's full-time faculty overload rate ranks 7 out of 8 in the Southern Illinois peer group.

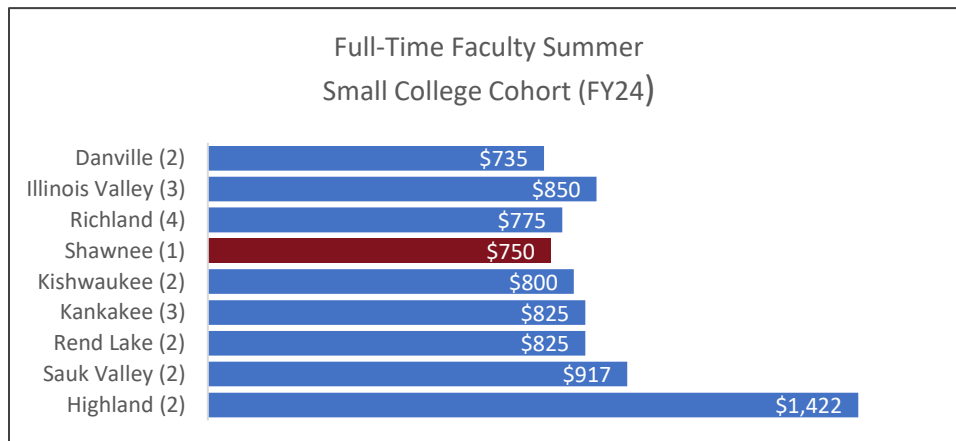




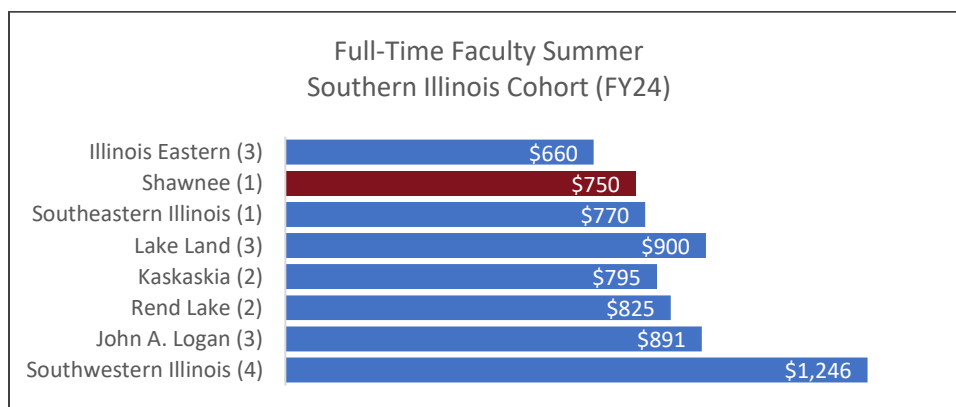
SCC's full-time faculty summer rate is ranked 5 out of 5 in the ICCB peer group.



SCC's full-time faculty summer rate ranks 8 out of 9 in the Small College peer group.

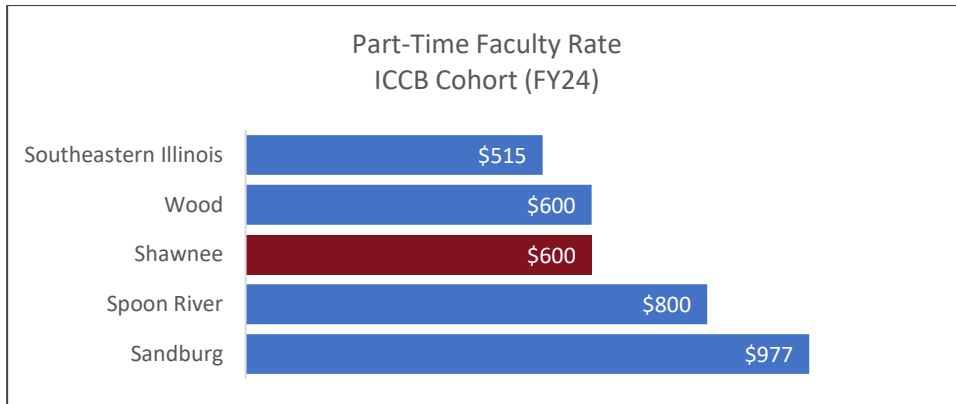


SCC's full-time faculty summer rate ranks 7 out of 8 in the Southern Illinois peer group.

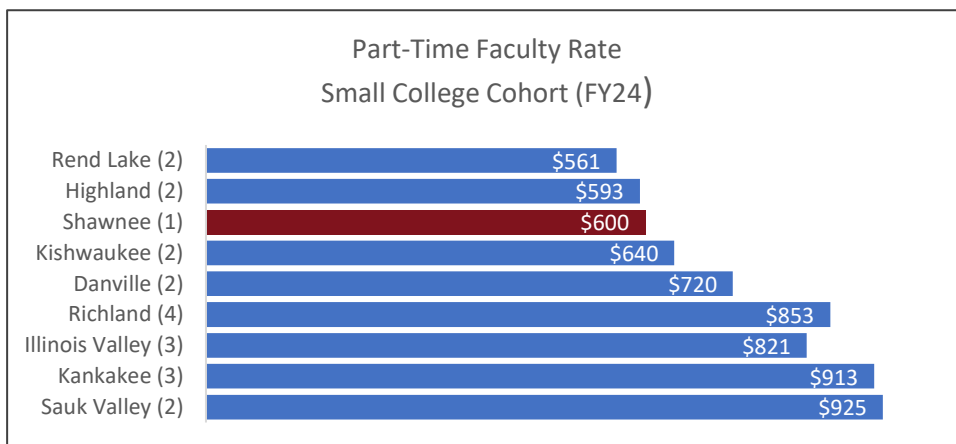




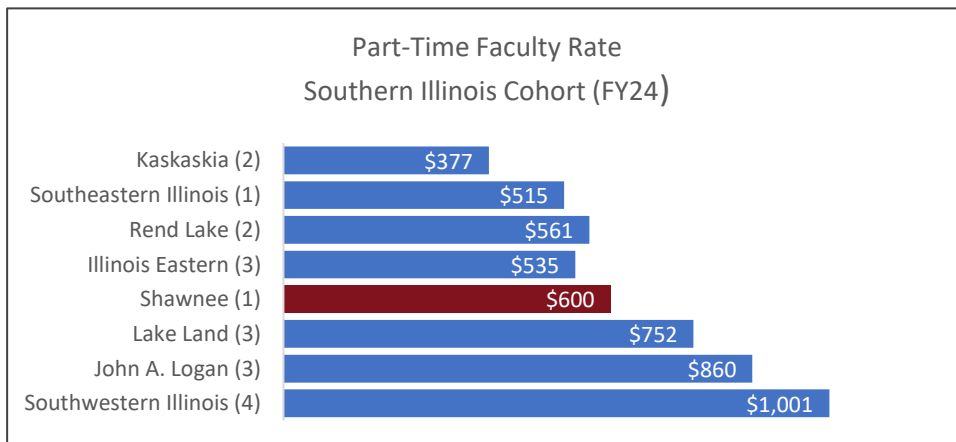
SCC's adjunct faculty rate rank is 3 out of 5 in the ICCB peer group.



SCC's adjunct faculty rate rank is 7 out of 9 in the Small College peer group.

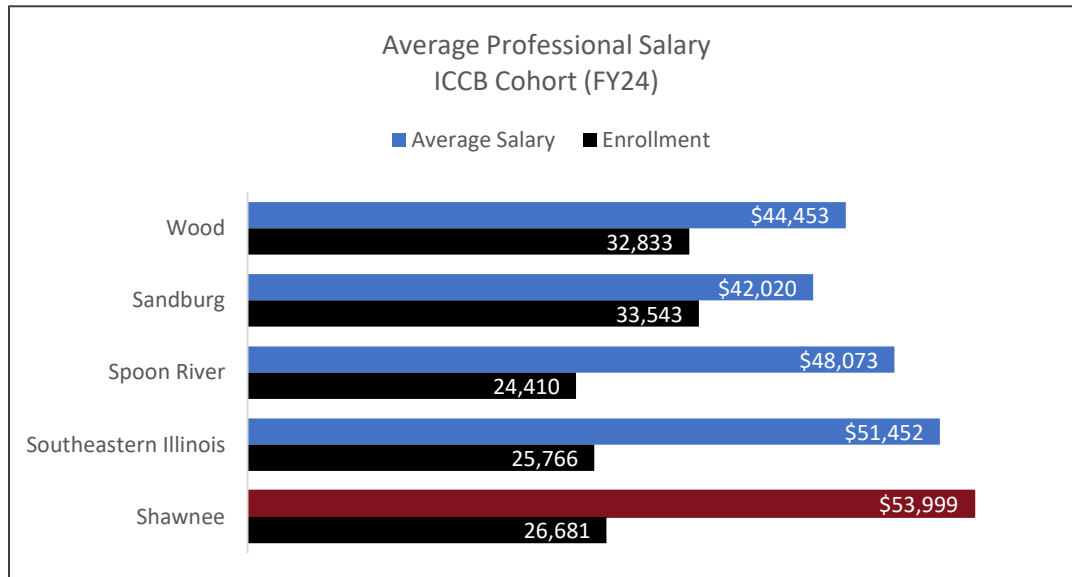


SCC's adjunct faculty rate rank is 4 out of 8 in the Southern Illinois peer group.

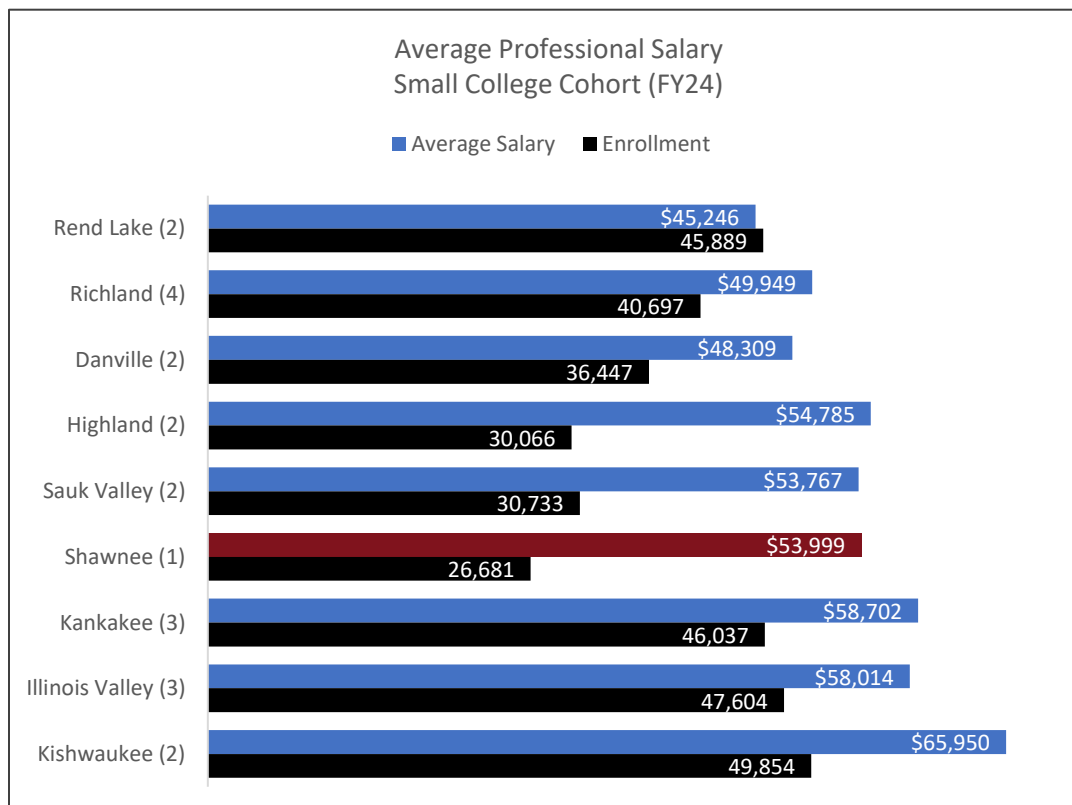




SCC's full-time professional salaries rank is 1 out of 5 in the ICCB peer group.

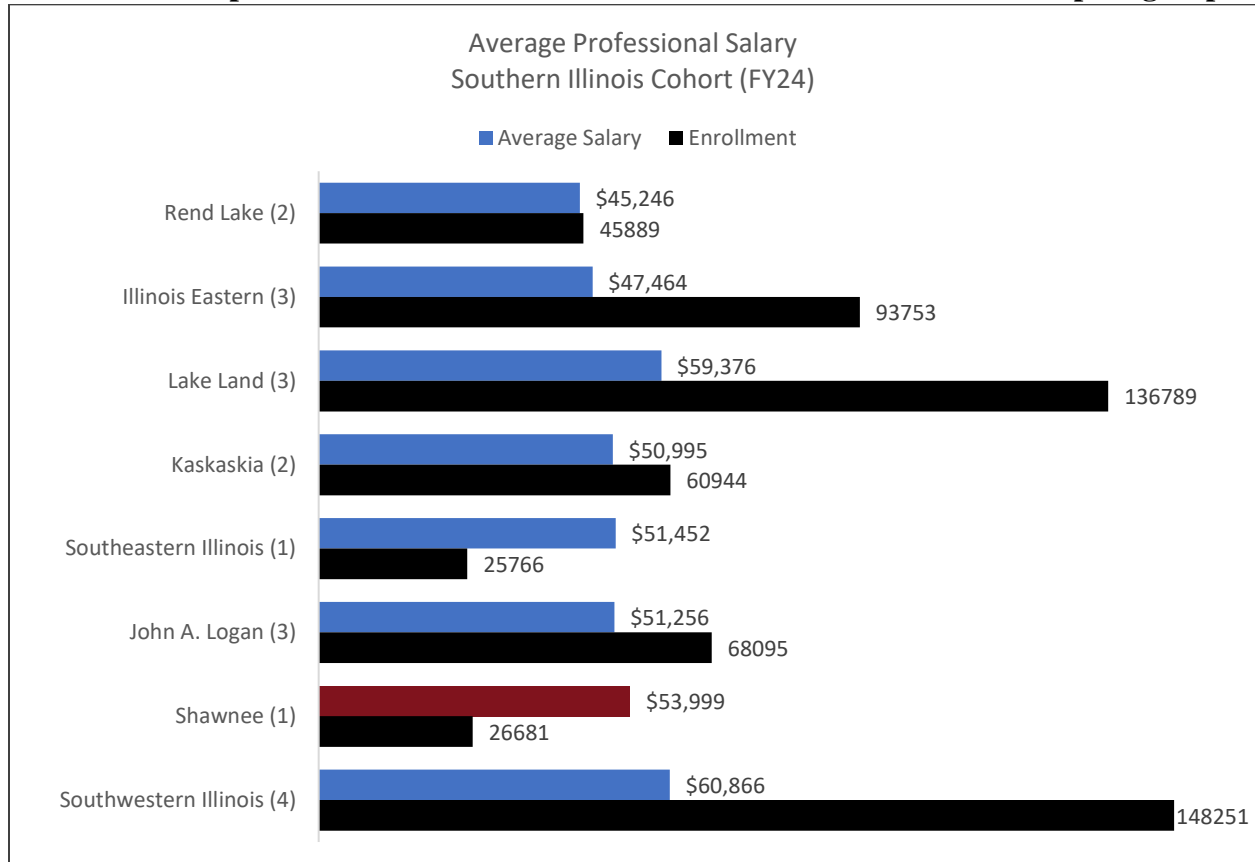


SCC's full-time professional salaries rank is 5 out of 9 in the Small College peer group.

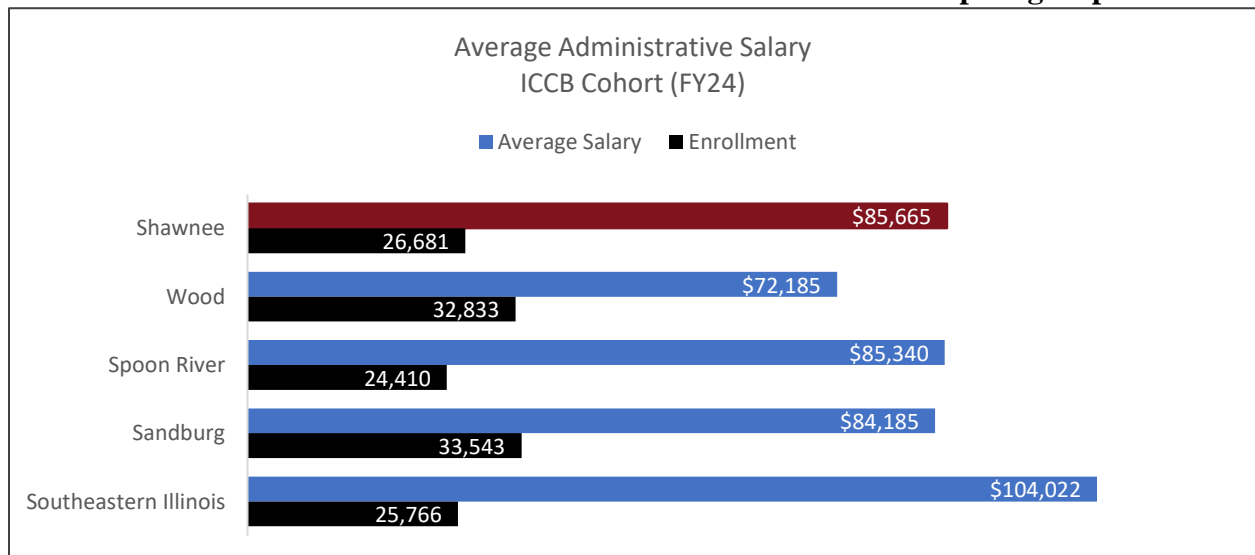




SCC's full-time professional salaries rank is 3 out of 8 in the Southern Illinois peer group.

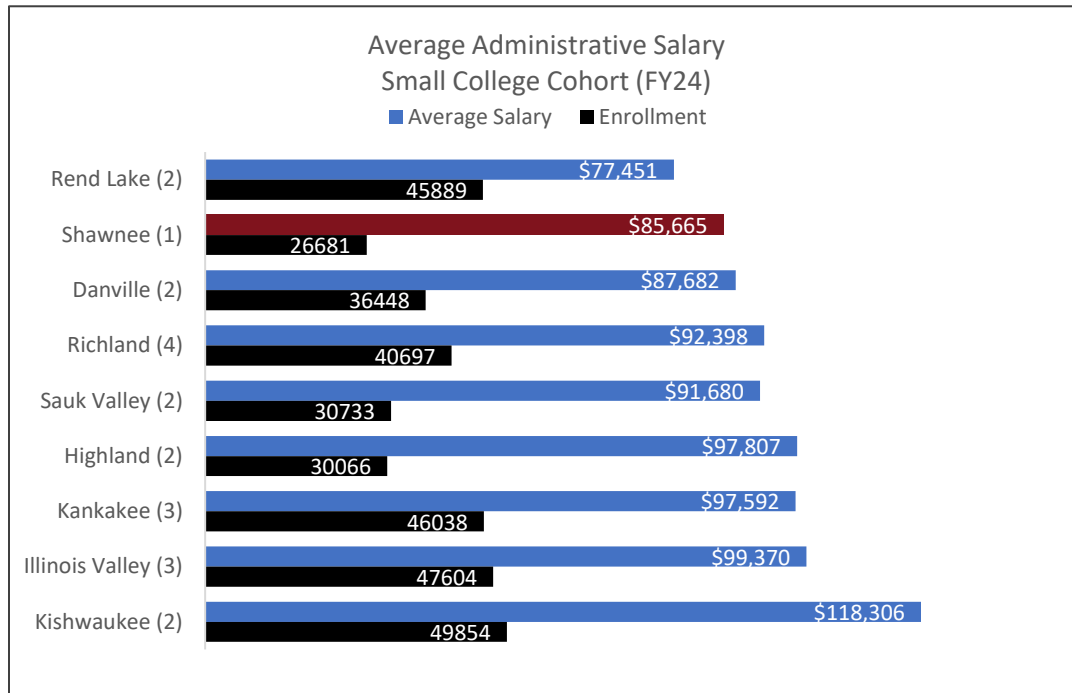


SCC's full-time administrative salaries rank is 2 out of 5 in the ICCB peer group.

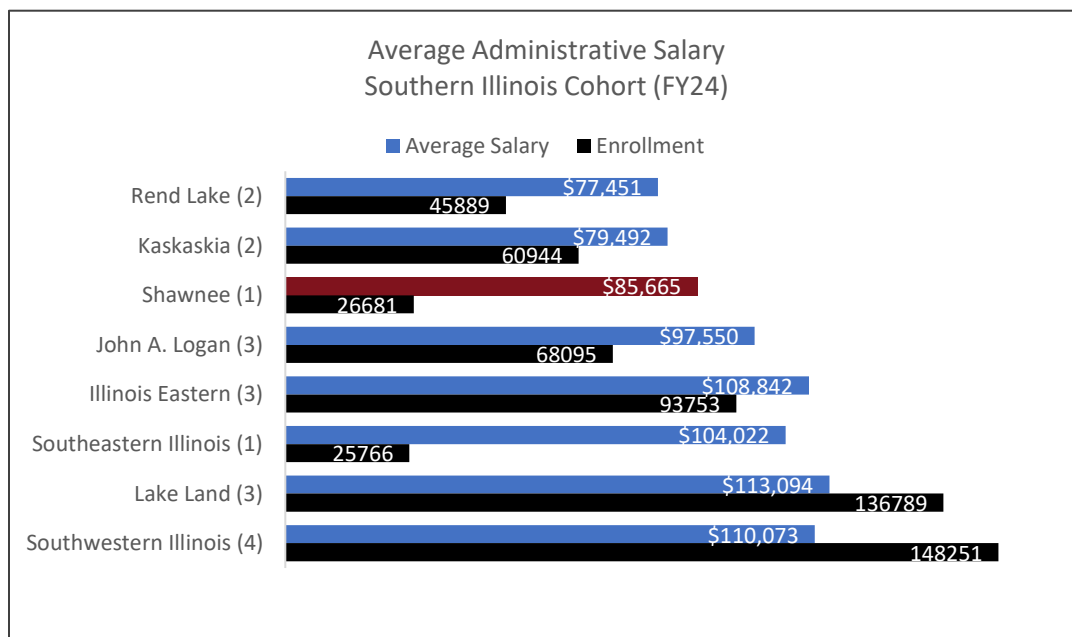




SCC's full-time administrative salaries rank 8 out of 9 in the Small College peer group.



SCC's full-time administrative salaries rank 6 out of 8 in the Southern Illinois peer group.



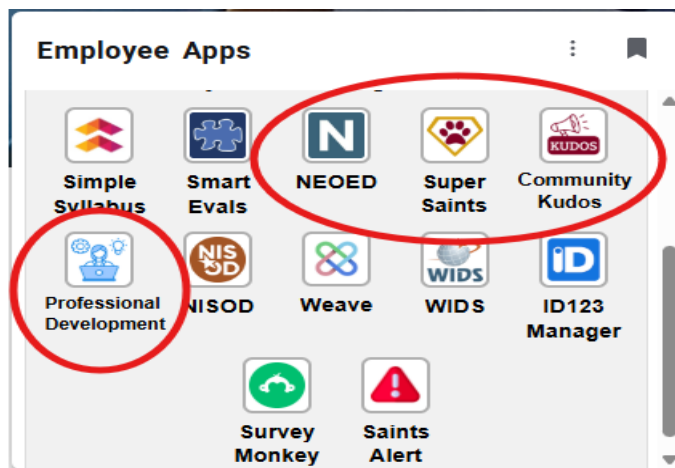


Empowerment & Collaboration/Work Execution

Employee-initiated project aimed at improving customer service

Creativity and Innovation

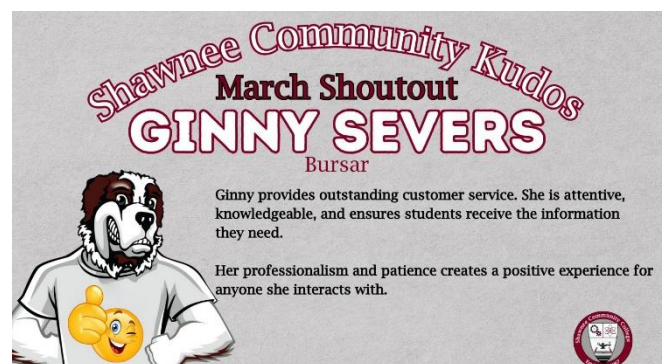
Human Resource Operation Specialist Rhiannon Martin and Computer Systems Specialist Jonathan VanMeter have collaborated on several occasions to create Widgets for the Employee Apps on MySCC. The widgets are used for single sign-on of the new HR software, professional development tracking, peer recognition, and nominations for outstanding contributions.



Cultural Condition

Reward & Recognition

Employees recognized for workplace contributions





Enhanced Effort

We currently do not have an indicator for this measure.

Work Environment Quality

Voluntary Attrition/ Turnover Rate

The voluntary attrition for FY25 is 15%, and the turnover rate is approximately 16%.

Employee Satisfaction

Loyalty

Employee Retention

The employee retention rate for FY25 is 84%

Pride

We currently do not have an indicator for this measure.

Morale

Enthusiasm

The Employee Relations Team encouraged Spirit Week in December to increase employee morale. The week included time for employees to enjoy holiday treats, games, and prizes as a gesture of appreciation.





Actions and Recommendations

Currently Implemented

Goal 3. Objective 2. Strategy B – Provide customer service training.

All employees received face-to-face training, focusing on effective communication and fostering a workplace culture of respect and inclusion.

Goal 3. Objective 5. Strategy A – Establish a new employee orientation process.

Goal 3. Objective 5. Strategy B – Implement an employee exit interview process.

Goal 3. Objective 5. Strategy F – Ensure HR supports recruitment, onboarding, and performance management of employees.

The HR software acquisition has supported employee recruitment, onboarding, offboarding, and performance management processes.

Goal 3. Objective 5. Strategy D – Create a consistent employee recognition process.

The employee recognition platform acknowledges employees for significant service milestones, features a monthly program to celebrate an outstanding employee who demonstrates excellence, dedication, and a positive impact on our college community, and includes a peer recognition program that highlights exceptional teamwork and contributions to the college community.

Goal 3. Objective 5. Strategy E – Develop events that promote inclusive employee interaction.

The Employee Relations Team organizes semester activities to promote an inclusive workplace environment.

Recommendation

Regarding Board Policies B3001 (Employee Relationships) and B3003 (Organizational Culture), I believe the College will continue to benefit from clear goals, consistent expectations, and opportunities for employee growth. I recommend that we sustain efforts to develop operating standards related to employment practices, workplace principles, ethics and conduct, and compensation and benefits. Additionally, to better support an equitable and inclusive learning environment, I recommend restructuring the key performance areas in the Diversity, Equity, Inclusion & Belonging Board policy as follows: integrate employee preparation, employee performance, cultural condition, and employee satisfaction with the Human Resources monitoring report, and placing student interest, enrollment, academic progress, and academic success under the oversight of Student Affairs and Academic Affairs.

Regarding the Board Policy on Employment, Compensation, & Benefits (B3004), I recommend that we follow the guidance of the compensation study to shape our salary structure and revise job descriptions.