

F-1 - End: Workforce Focus Key Performance Indicator Report

Purpose: Report on the progress of the institution

Timeline: Annual

Background: This report addresses the board end, Workforce Focus. Monitoring measures were selected by the board and include the required Maryland Higher Education Commission (MHEC) indicators.

Green ■ – signals that HCC is operating above the benchmark, yellow ■ – indicates performance is at the benchmark, and red ■ – shows that 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 May 26, 2021, meeting, the trustees reset and approved the five-year benchmarks for the most recent list of required Maryland Higher Education Commission (MHEC) indicators. For non-MHEC indicators, the trustees also approved the targets, as needed. Hence, a number of the dashboard indicators are red.

Once reviewed 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 key performance indicator (board end) system.

The administration and relevant staff review the details of all the reports that contribute to these measures. Plans for innovation and continuous quality improvement are developed and included in the next integrated strategic planning and budget development cycles.

◆———— Recommendation —————◆

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

Compliance: This report is in compliance with board of trustees' bylaws, Article VII, Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks. KPI Report

Key Performance Indicator Dashboard: Workforce Focus

This category examines how the college determines the requirements, needs, expectations, and preferences of employees.

| Source | Item | Current | | Benchmark By 2025 |
|-------------|--|---------|--|----------------------|
| MHEC | 1. Percent minorities of full-time faculty | 33.9% | | 40.0% |
| | 2. Percent minorities of full-time administrative/professional staff | 43.5% | | 40.0% |

| | | | | |
|--|--|------|--|------|
| Internal Measure PULSE (Employee Survey) | Overall job satisfaction | 3.87 | | 4.00 |
| | Survey Items: | | | |
| | Have a safe campus. | 4.18 | | 4.00 |
| | Satisfied with opportunities for job-related training. | 3.61 | | 4.00 |
| | I received a fair evaluation of my job performance. | 4.24 | | 4.00 |

Key Performance Indicator Report

These are two measures mandated by the Maryland Higher Education Commission (MHEC). Peer colleges (based on campus enrollment) are the College of Southern Maryland, Harford Community College, and Frederick Community College.

To comply with the United States Department of Education requirements, Howard Community College (HCC) collects and reports the race and ethnicity of students, faculty, and staff in its 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.

| <i>First, HCC must 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/Latino, they are automatically considered “minority.” For the group that remains, minorities are considered any person whose race/ethnicity is not “white only.”</i> | | | | | | |
|--|-----------------|-----------------|-----------------|------------------|------------------|---------------------|
| | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Benchmark Fall 2025 |
| 1. Percent minorities of full-time faculty | 28.9% | 31.4% | 30.8% | 32.4% | 33.9% | 40.0% |
| | <i>n=57/197</i> | <i>n=61/194</i> | <i>n=57/185</i> | <i>n=58/179</i> | <i>n=60/177</i> | |
| Peer AVG: | 18.5% | 20.6% | 21.9% | 21.2% | <i>n/a</i> | |
| State AVG: | 23.3% | 23.1% | 23.8% | 23.7% | <i>n/a</i> | |
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| | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Benchmark Fall 2025 |
| 2. Percent minorities of full-time administrative /professional staff | 31.5% | 32.6% | 32.5% | 40.7% | 43.5% | 40.0% |
| | <i>n=88/279</i> | <i>n=91/279</i> | <i>n=86/265</i> | <i>n=103/253</i> | <i>n=112/258</i> | |
| Peer AVG: | 23.5% | 22.5% | 23.1% | 26.3% | <i>n/a</i> | |
| State AVG: | 26.3% | 25.8% | 26.9% | 28.8% | <i>n/a</i> | |
| <i>n/a = not available</i> | | | | | | |

Internal Measures

Employee satisfaction is an original board of trustees' indicator.

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

Benchmark: All employee groups will evaluate their job satisfaction and college climate at the 4.0 (out of 5.0) or above level.

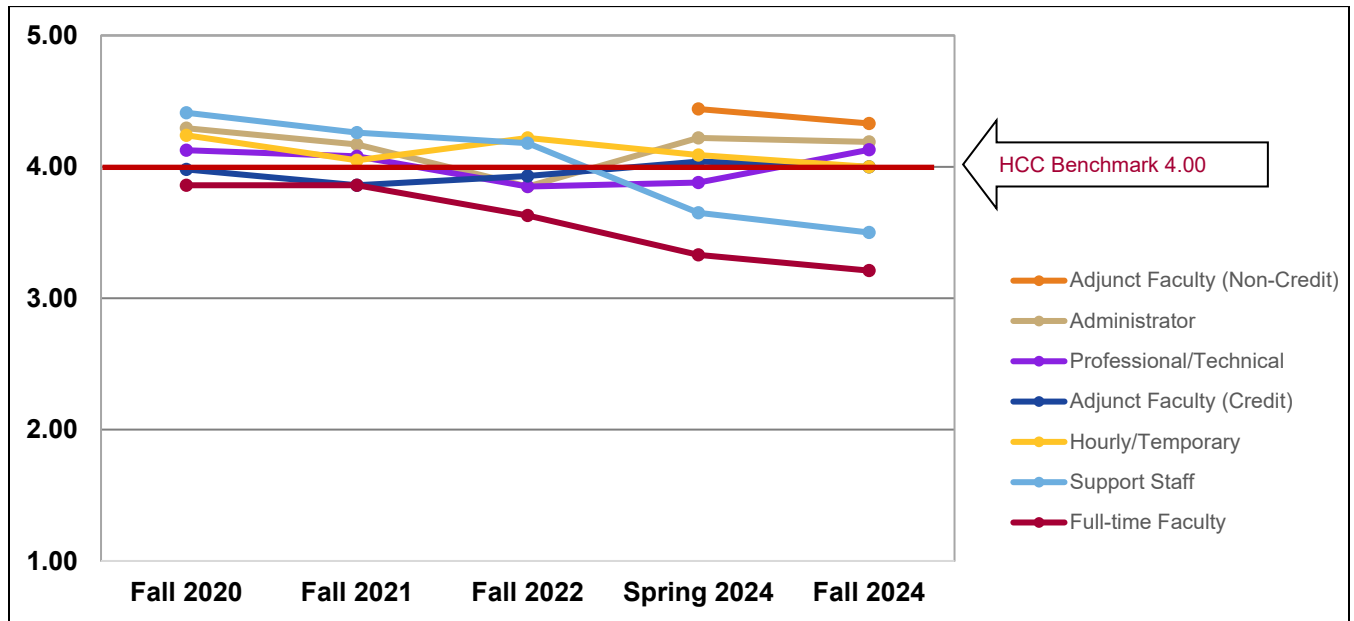
Employee Satisfaction Survey Results

The employee survey ratings shown below are on a five-point agreement scale, with 5.0 being the highest and 1.0 the lowest. **The most current overall job satisfaction rating of 3.87 is less than the 4.0 benchmark set by the board.**

Job Satisfaction - BY YEARS AT HCC

| | Fall 2020 | Fall 2021 | Fall 2022 | Spring 2024 | Fall 2024 |
|---|--------------|--------------|--------------|----------------|--------------|
| 0 to 5 Years | 4.26 | 3.96 | 3.93 | 3.97 | 4.07 |
| 6 to 10 Years | 3.99 | 3.98 | 3.77 | 3.59 | 3.49 |
| 11 to 15 Years | 3.94 | 3.99 | 3.72 | 3.95 | 3.75 |
| 16 to 20 Years | 4.07 | 4.28 | 3.58 | 3.54 | 3.79 |
| 21 to 25 Years | 4.13 | 4.00 | 3.75 | 4.12 | 3.79 |
| Over 25 years | 4.38 | 4.36 | 4.14 | 4.19 | 4.11 |
| OVERALL RATING ON JOB SATISFACTION | 4.12 | 4.05 | 3.83 | 3.88 | 3.87 |

Job Satisfaction by Budgeted Employee Group



Description of the Indicator: The survey is conducted every year with all HCC employees (including contracted workers in food services and public safety). Ratings are given on a five-point satisfaction scale, ranging from "Strongly Agree" (5.0) to "Strongly Disagree" (1.0). The ratings on this chart show the mean rating on job satisfaction for each budgeted employee group.

Benchmark: As set by the board, the overall rating for employee satisfaction will be 4.0 for all groups.

Performance Outcome: As of fall 2024, the benchmark was met or exceeded for the adjunct faculty (non-credit) (4.33), administrator (4.19), professional/technical (4.13), adjunct faculty (credit) (4.00), hourly/temporary (4.00); while support staff (3.50) and full-time faculty (3.21) were below the benchmark.

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

Ratings are shown below for all the survey items on a five-point agreement scale, with 5.0 being the highest and 1.0 the lowest. **HCC has met the 4.00 benchmark for seven of the items.** The top-rated item was: “*I am engaged in my work at HCC.*”

| <i>Ratings over time</i> | Fall 2022 | Spring 2024 | Fall 2024 | Difference FA24 - SP24 |
|---|----------------------|------------------------|----------------------|---------------------------------------|
| I am engaged in my work at HCC. | 4.46 | 4.37 | 4.40 | 0.03 |
| The people I work with cooperate and work as a team. | 4.29 | 4.30 | 4.29 | -0.01 |
| My supervisor/division head communicates with me about my performance at least the required twice a year. | 4.44 | 4.21 | 4.28 | 0.07 |
| In the past year I received a fair evaluation of my job performance. | 4.28 | 4.14 | 4.24 | 0.10 |
| I have a safe campus. | 4.34 | 4.16 | 4.18 | 0.02 |
| I think others in my work unit are engaged in their work. | 4.22 | 4.25 | 4.14 | -0.11 |
| There is an opportunity for all ideas to be exchanged within my work team. | — | 3.96 | 4.04 | 0.08 |
| My supervisor/division head encourages me to develop my job skills so I can advance in my career. | 4.08 | 4.04 | 3.96 | -0.08 |
| I am recognized for contributing to improved quality. | 3.89 | 3.82 | 3.88 | 0.06 |
| I am satisfied with my job. | 3.83 | 3.87 | 3.87 | 0.00 |
| HCC helps me help my community. | 3.77 | 3.91 | 3.86 | -0.05 |
| The college effectively promotes diversity in the workplace. | — | 3.91 | 3.79 | -0.12 |
| I am satisfied with HCC's support for health/wellness. | 3.84 | 3.74 | 3.78 | 0.04 |
| I believe the college community operates by the HCC values: Innovation, Nurturing, Service & Sustainability, Partnerships, Integrity, Respect, Excellence, Diversity, Equity, and Inclusion | 4.07 | 3.72 | 3.73 | 0.01 |
| HCC teams use problem-solving techniques. | — | 3.80 | 3.71 | -0.09 |
| I would recommend HCC as a place to work. | 3.73 | 3.63 | 3.69 | 0.06 |
| HCC uses my time and talents well. | 3.79 | 3.70 | 3.63 | -0.07 |
| I am satisfied with the extent to which HCC provides opportunities for job-related training. | 3.79 | 3.61 | 3.61 | 0.00 |
| The people who work at HCC treat each other with respect, regardless of position. | 3.86 | 3.71 | 3.54 | -0.17 |
| My organization cares about me. | — | 3.39 | 3.45 | 0.06 |
| The trustees and administration advocate for better salaries and benefits. | 3.85 | 3.32 | 3.31 | -0.01 |

| | | | | |
|---|------|------|------|--------------|
| My job at HCC is secure. | 3.51 | 3.43 | 3.30 | -0.13 |
| I am satisfied with my salary. | 3.19 | 3.07 | 3.16 | 0.09 |
| HCC removes things that get in the way of progress. | 3.26 | 3.19 | 3.14 | -0.05 |

The entire college community has access to the survey results. If the senior leadership team determines a need for further investigation of a topic the PROD office will host a focus group.

Board of Trustees Talking Point:

- The college has made progress in hiring a diverse full-time faculty (**33.9 percent** minorities) and administrative/professional staff (**43.5 percent** minorities).