

Information Item

Collin College Human Resources Update

The Collin College Human Resources Department has seen a significant increase in activity this fiscal year. In addition to regular HR services in supporting benefits, professional development, compensation, records, and recruitment, the HR team has supported staffing of the Wylie and Technical Campuses and working on the implementation of the HR and Payroll components of Workday.

As the chart below shows, 312 employees were hired this fiscal year through March 2020. That compares to 201 new hires for the same period a year ago. This number will increase through the summer as we continue to hire faculty for our new campuses and backfill positions at existing campuses. Recruitment and hiring activities will be an essential focus for the HR department as we open the new campuses.

New Hires	FYTD
Total as of March 2020	312
Full-time Staff	124
Part-time Staff	119
Full-time Faculty	16
Part-time Faculty	45
Full-time Administrators	8

Turnover has remained relatively consistent since FY2016-2017 and is lower than the previous five years. Turnover at the end of the last fiscal year was 6.18%, which was down slightly from FY2017-2018. Faculty accounted for most of the improvement, going from 4.44% turnover in FY2017-2018 to 1.83% last year. Retirement was the reason for nearly one-third of the total turnover.

FULL-TIME TURNOVER RATES								
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Administrators	3.57%	7.27%	1.87%	3.67%	11.11%	9.33%	8.70%	10.39%
Staff	11.34%	9.83%	10.13%	11.04%	12.52%	8.16%	8.57%	8.66%
Faculty	4.96%	5.23%	6.53%	2.25%	5.16%	3.51%	4.44%	1.83%
Turnover Rate Voluntary	7.18%	6.65%	7.29%	6.38%	6.37%	5.94%	6.66%	5.22%
Turnover Rate Involuntary	1.31%	1.27%	1.03%	0.87%	0.58%	0.53%	0.37%	0.96%
Overall Turnover	8.48%	7.92%	8.32%	7.25%	9.56%	6.48%	7.03%	6.18%

The HR Department has taken some significant steps this past year to improve the effectiveness of operations. Its focus has been on improving consistency of communications and accuracy in HR processes, expanding the college's recruitment and outreach efforts, improving the onboarding experience for new hires, and expanding leadership and professional development programs that strengthen skills and build capacity across the college. Targeted activities include:

- **Standard Operating Procedures (SOPs)** have been updated to ensure each member of the HR team is operating from the same playbook for Onboarding, Hiring, and New Employee Orientation processes.

HR business processes are also being reengineered as a result of the Workday project. Workday is known for its use of best practices and industry standards. As the college moves forward in its implementation efforts, we are modifying current processes and practices to conform with those in Workday.

Workday also provides a level of functional integration that the College has never achieved. It seamlessly connects the HR (Human Capital Management), Payroll and Finance modules, eliminating manual paper-based processes. Even revenue projections and modeling will be integrated. Workday will improve the efficiency of Collin College at all levels.

- **The Onboarding process** has been revamped to support a more favorable new employee experience.
 - Each New Hire Orientation session is kicked-off by Floyd Nickerson, Chief Human Resources Officer, and the HR Leadership Team. Other members of the Collin Leadership Team will be engaged in the New Hire Orientation program beginning this fall.
 - New employees now receive new hire paperwork electronically for completion before their first day on-site, which improves efficiency. The HR team is also available for 30 minutes before the start of each orientation session to assist employees, which results in more time for the HR team to respond to individual questions.
 - HR works closely with IT to ensure the needed electronic resources (e.g., email and network access) and equipment are ready to go, and the employee's workstation is prepared on the first day of employment.
 - Every new hire is provided a Collin College swag bag, including their first Collin College shirt. This helps give our new employees a sense of "belonging" and a warm Collin College welcome.
 - HR has moved its E-Verify and I-9 processing from Equifax to HireRight. HireRight currently processes the background checks for all new employees. Having all three processes with the same vendor is cost-effective and provides one point of contact if concerns arise.

Additionally, a fourth component called HireRight Work History Checks is being tested. This additional part of the background check will verify each candidate's relevant work experience and employment history, thus providing the college with greater assurance that the candidate hasn't

elaborated or falsified their previous roles. The HireRight Work History Check process will be a great new tool to ensure quality hires.

- **A new Leadership Academy** was launched this year with 127 individual participants in different workshops throughout the year. While COVID-19 created a delay in some of the programs, the planned curriculum is recommended as a 6- to 8-month professional development program with workshops on several key topics, including:
 - Walking in the Supervisor's Shoes
 - Nuts and Bolts of Daily Business at Collin College
 - Creating an Effective Team
 - Conflict and Difficult Conversations
 - Fostering a Healthy and Inclusive Workplace
 - Effective Communications
 - Managing Performance: Rewarding, Coaching, and Disciplining
 - Delegation and Motivation
 - Finding and Onboarding Talent
 - Managing Change and Challenges
 - Addressing Employee Relations Issues
 - Your Leadership Legacy (capstone)

Reviews have been excellent, with 96% of the participants agreeing that they would recommend the program to their colleagues. The Leadership Academy is a positive step toward developing capacity among our leaders throughout the college—both new and seasoned—along with other professional development opportunities offered by the college.

Other available programs include the Collin Employee Scholars program that offers scholarships of up to \$7,500 per year for employees to complete their master's degree, the UTD Doctoral Scholarship program that provides an opportunity for faculty and staff to complete a doctoral program without tuition, the tuition reimbursement program that provides up to \$800 per year for employees to pursue additional education, and the Administrative Immersion Program that provides a formalized opportunity for an employee to temporarily serve in an administrative position under the guidance of an experienced mentor to gain first-hand administrative experience.

The HR Team, working closely with the college's leadership, will need to perform at a high level over the next two years as we bring on new campuses and beyond. The actions mentioned above, along with the implementation of Workday, will allow HR to provide improved levels of services across the college's campuses and centers while serving students, faculty, and staff.