



Human Resources Monitoring Report



March 2012

Executive Summary

Fiscal Year 2011 was one of significant change in the Human Resources Office. With the departure of the Wendy Davis, who served as the human resources officer, for about twelve years, the human resources department was left with a leadership vacancy. During the subsequent search to fill the human resource officer position, the Vice President for Academic Affairs served as the interim HR Officer and guided the department towards accomplishing its goals. Notwithstanding this staffing change, the human resources department continued to go about the business of the college.

The overall purpose of the human resource function of the College is to create and maintain a legally compliant work environment that respects diversity, encourages teamwork, and fosters creativity and innovation so that the College's mission can be accomplished. This report covers six functional areas of Human Resource Management (HRM) for the fiscal year 2010-2011.



These functional areas operate within the framework of the College's vision, mission and goals.

Vision

Provide lifelong learning opportunities beyond the boundaries of time and place.

Mission

Enhance the quality of life through innovation and excellence in education.

Goals

1. *Ensure academic excellence.*
2. *Provide an environment for cultural, economic, and lifelong enrichment.*
3. *Serve as a proactive community leader.*
4. *Use innovation to increase access to education.*

Contents

Executive Summary	1
Contents	2
Staffing & Talent Management	3
Demographic Data	3
Retention	4
Recruitment	5
Succession Planning	6
Compensation Management	6
Payroll Management	7
Performance Management	8
Employee Engagement & Employee Relations	8
Compliance, Recordkeeping & Risk Management	9
Transitioning to the Future	9



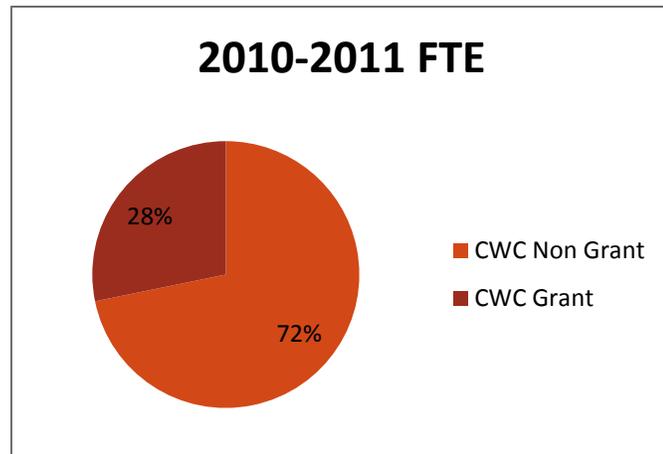
Staffing & Talent Management

Staffing Management includes all aspects of recruitment, selection, screening, hiring, retention and staffing planning. Also included in this functional area are recruitment, selection and retention of student employees and volunteers.

Demographic Data

There were a total of 243 full-time benefitted employees for the Fiscal Year 2011.

Women represent approximately 56.38% of the College's workforce. By comparison, women make up 49% of the population of Wyoming, and 50.08% of the Fremont County population. The chart below depicts the gender breakdown of the State of Wyoming, Fremont County and the College's workforce.



	WY		Fremont Co.		CWC	
	Count	Percentage	Count	Percentage	Count	Percentage
Total Population	563,626	100.00%	40,123	100.00%	486	100.00%
Male	287,437	51.00%	20,030	49.92%	212	43.62%
Female	276,189	49.00%	20,093	50.08%	274	56.38%

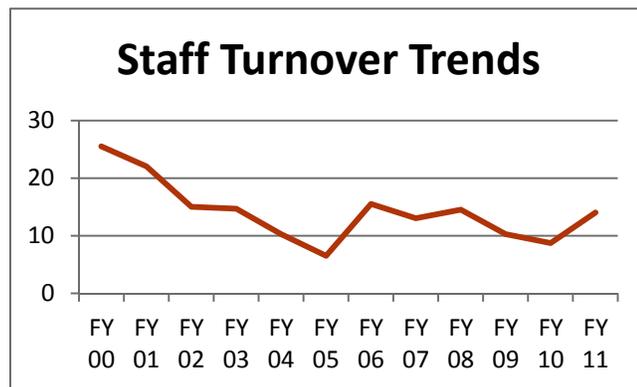
The College has made strides in diversifying its workforce and to demographically match the available workforce within State and county; however, comparing the College workforce to state and county populations there are some areas of either underutilization or overutilization. The College's workforce is predominantly white, non-Hispanic with more than 95% of individuals indicating they are non-Hispanic and more than 85% of the workforce indicating they are white. However, 4.32% of the College workforce identifies themselves as Hispanic and more than 6% of the College workforce is of a race other than white. About 8% of the College workforce is associated with two or more races.

	WY		Freemont Co.		CWC	
Total Population	563,626	100.00%	40,123	100.00%	486	100.00%
Hispanic	50,231	8.91%	2,264	5.64%	21	4.32%
Non-Hispanic	513,395	91.09%	37,859	94.36%	465	95.68%
White	511,279	90.71%	29,813	74.30%	415	85.39%
Black	4,748	0.84%	101	0.25%	1	0.21%
Asian	4,426	0.79%	157	0.39%	4	0.82%
American Indian/Alaskan Native	13,336	2.37%	8,498	21.18%	25	5.14%
Native Hawaiian/Pacific Islander	427	0.08%	10	0.02%	2	0.41%
Other/Two or More Races	29,410	5.22%	1,544	3.85%	39	8.02%

Full-time, benefitted employees of the college range in age from 22 to 69. The average age is 47.5 years while the median age is 48.

Retention

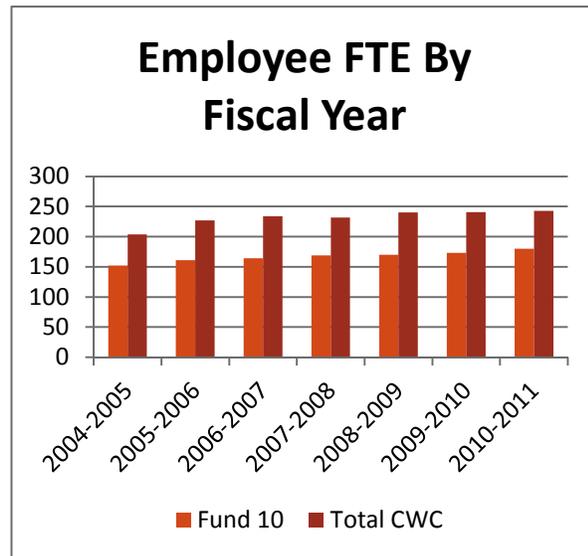
Central Wyoming College continues to be an employer of choice in Fremont County. The College should be proud of its ability to attract and retain quality faculty and staff. The chart to the right depicts more than ten years of turnover trends at the College. There was a slight upward trend in turnover for FY 2011 as turnover increased from 8.7 percent to 14 percent.



With the upcoming retirement of two long-term members of the College's administration, the College must make a concerted effort to facilitate knowledge transfer to avoid any loss of institution knowledge and history. With recent departures from management level or administrative cabinet positions, there was a drop in the average years of service. It is fully expected that within the next year the average years of service at the administrative cabinet level will drop significantly due to pending retirements.

Recruitment

Sustainable and effective staffing has been a challenge in light of the growth in student enrollment. While the college workforce has increased by 19% since Fiscal Year 2005, student FTE has increased 34.6% in the same time period. Meeting this increased demand with limited staffing increases means that certain segments of the College's workforce are overburdened. Although new positions have been added to the CWC workforce, the college has chosen to invest in positions targeted to address the strategic goal of increasing access and success and to meet workforce development training and education demands.



During the 2011 search year, which ran from September 2010 to August 2011, the College opened a total of 39 searches. There were a total of 782 applications received and processed by HR during the 2011 search year with only 75 of those that applied being interviewed for the position in which they applied.

Although one might think with the state of the economy and the number of unemployed in the State and in the nation, recruitment of qualified, competent professionals to fill vacancies would be relatively easy. However, the College has encountered just the opposite in working to fill critical positions. Certain faculty positions have been difficult to fill. Recruitment for broadcasting programs and WPBS has been extremely difficult at best. In the last year, the average time to fill a vacancy has ranged from nearly two to four months depending on the position. On average searches were open for 125.18 days. This essentially means that when a vacancy is created it remains open for nearly two to four months before the position is filled.

Average Days to Hire Search Year 2011	
Position Type	No. of Days
All Positions	125
Administration	144
Classified	54
Faculty & Professional/Management	58

One dynamic affecting the average time to fill vacancies is the comparative cost-of-living to other geographic areas from which applicants apply. Although the College offers a substantial total compensation package including both salary and benefits, the relative purchasing power of that package is not conducive for qualified individuals to relocate to the county or surrounding area. For example, a qualified professional was extended an offer to work for the college; however, although the salary offered would be a raise from what the applicant is currently earning in the State of Georgia, the individual would not be able to acquire comparable housing in the area due to the cost of rent and the relative cost of housing as compared with the State of Georgia. This is just one such example, but the college has encountered this issue on at least five other occasions in the past year. In addition, the relative availability of employment options for a spouse also becomes a factor. These are hidden dynamics of the current economy that are encountered when trying to recruit applicants to Fremont County, Wyoming.

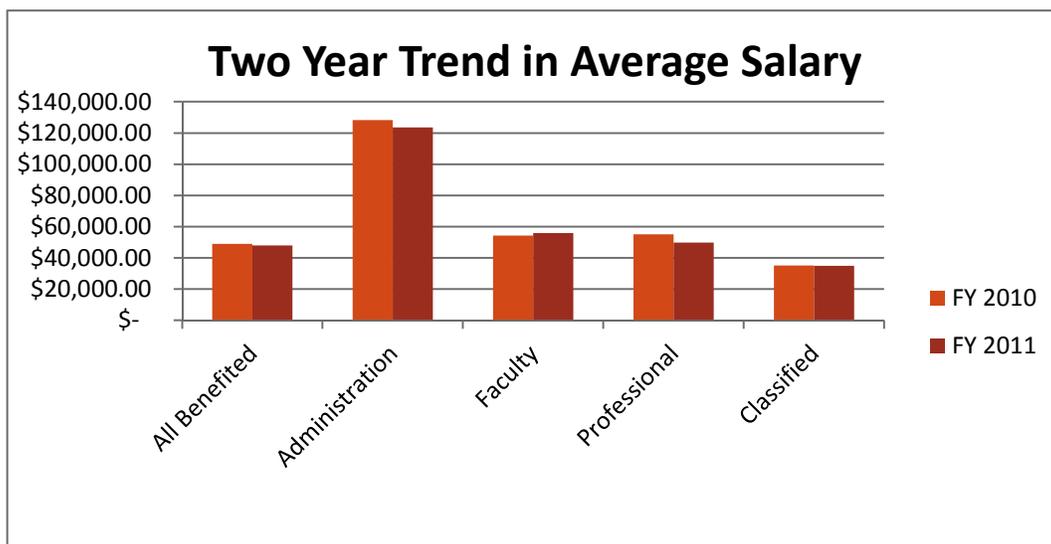
Succession Planning

The College continues to work towards implementing an effective succession planning program in an effort to address the number of employees nearing retirement age.

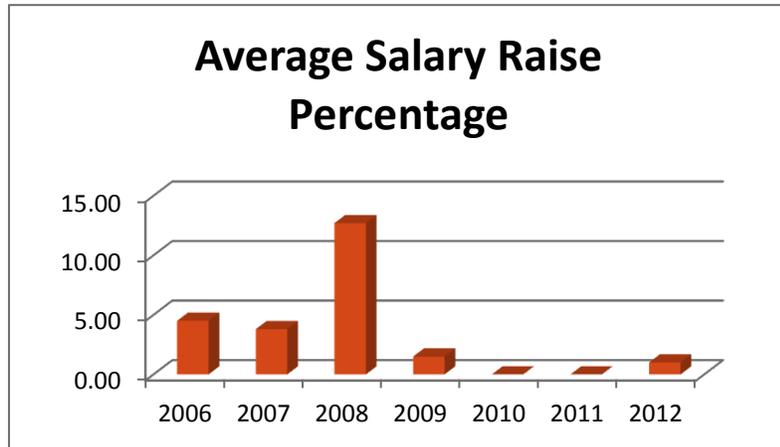
Compensation Management

Compensation Management encompasses all aspects of employee compensation and benefits from base salary, to health insurance, from pension plans to other fringe benefits. Legal compliance and market analysis issues are a critical part of compensation management. Retention strategies are also an integral part of this function.

The average salary of benefited employees in FY 11 was \$47,972 as compared with the average salary of FY10 which was \$49,058. The following chart shows the average salary by employee category.



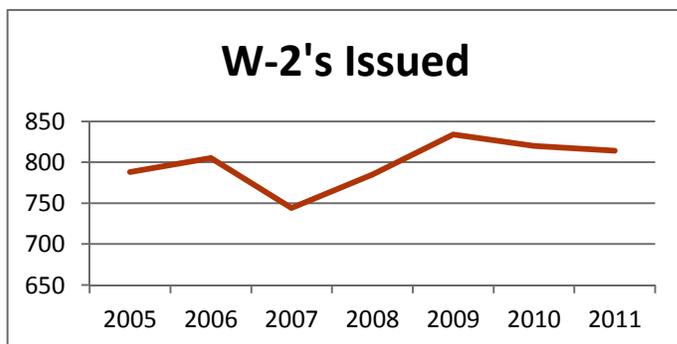
Despite the increase in enrollment growth and the existence of certain staffing challenges, the average percentage of salary increases has been low. Although this trend is necessary to meet the fiscal challenges facing the College, it may have a long-term impact on the salary model and the overall competitiveness of wages.



The total amount of insurance contributions made in FY 11 was \$2,791,430, the state reimbursed the college \$2.345M, leaving a total budget impact on the College of \$446,921. This contributed to an average of 222 employees' health insurance, 205 employees' dental insurance, and 201 employees' life insurance.

Payroll Management

The graph below demonstrates the total wages paid out since fiscal year 2000. Gross wages have had an increasing trend through Fiscal Year 09, but have since leveled off.



A total of 814 W-2's were processed for the Tax Year 2012.

Performance Management

This function encompasses performance evaluation, performance development, training professional development, supervisory development, and some compliance issues.

As an institution of higher learning the College is committed to the training, professional development and performance management of its employees. To this end, the College provides a number of opportunities for employees to acquire and maintain the skills they need to perform their respective jobs.

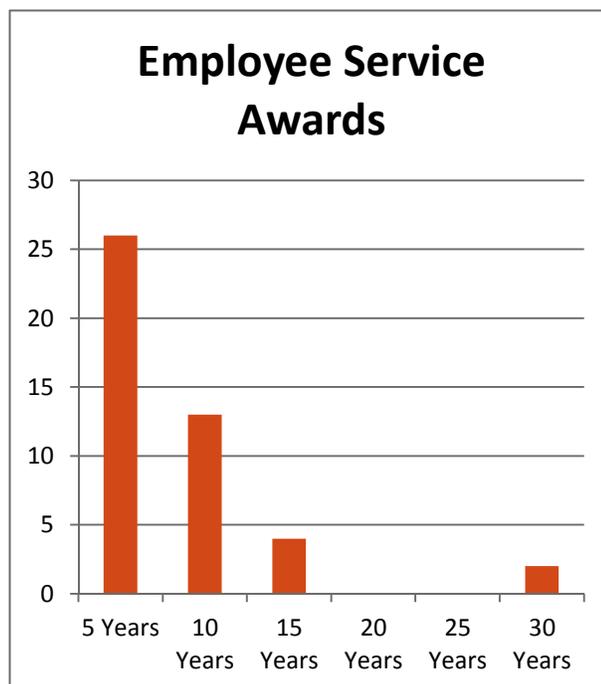
Twenty employees participated in new employee orientation, and 36 took advantage of the College's University of Wyoming tuition waiver program pursuing a total of 108 credits. One University of Wyoming employee participated in the reciprocal tuition fee waiver program and received a tuition waiver at CWC. The College conducted annual compliance training for sexual harassment awareness and FERPA. Customer service training was also offered to employees. A total of 290 employees participated in sexual harassment awareness training, 297 participated in FERPA training and 124 employees participated in customer service training.

Employee Engagement & Employee Relations

The primary purpose of this functional area is retention through communication, morale building, engagement and feedback. Activities in this functional area are critical to keeping staff connected to the organization.

Central Wyoming College recognized 45 employees for a combined 380 years of service. The College also offers the Rustler Spirit Award, where campus constituencies can nominate employees for Rustler Salutes throughout the year. These nominees are then judged on the criteria of RUSTLER Values – Responsible,

Understanding, Student Centered, Team Oriented, Leader, Enthusiastic, and Resourceful, by a panel of employees representing each employee association. In FY11, 17 Rustler Salute nominees were named and nine received the Rustler Spirit Award.



The College also recognizes outstanding employees in each employee category. Those recipients in FY11 were Kelly Dempster, Lance Goede, and Jane Warren. We are extremely proud of all of our employees and their contributions to the mission of Central Wyoming College.

Compliance, Recordkeeping & Risk Management

This functional area is a critical component of the human resource function and involves significant recordkeeping and reporting, data analysis, and policy and procedure development. There is no data to report in this area for FY 2011 as data collection systems were not in place to facilitate reporting.

Transitioning to the Future

Fiscal Year 12 will see changes in the Human Resources Department with the hiring of the new Executive Director of Human Resources. With any leadership change review, analysis, evaluation and modification will occur. We are excited about the opportunity to address the human resources challenges facing the College and look forward to building a comprehensive human resource function that is aligned with the College's strategic plan and facilitates the effective and efficient achievement of the College's goals.

