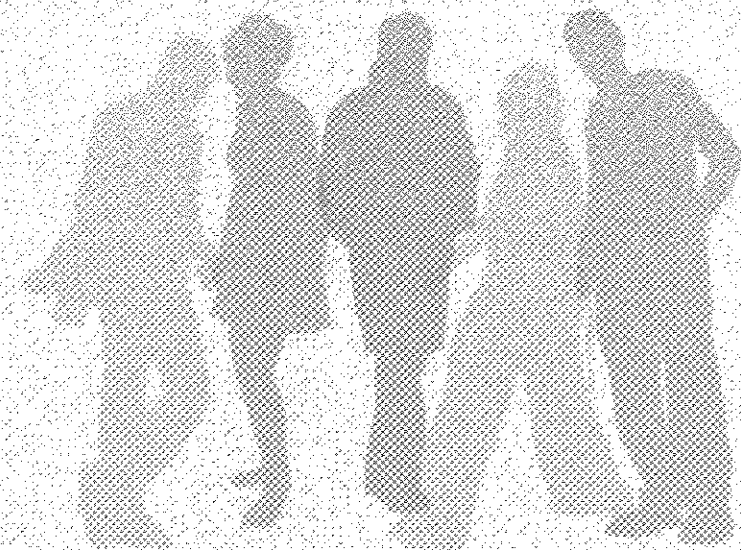




GERMANNA  
COMMUNITY COLLEGE

*Annual Employee Report*



October 2008

PREPARED BY  
Germanna Community College's  
Human Resource Office

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## TABLE OF CONTENTS

### SUMMARY/HIGHLIGHTS/CONCLUSIONS AND RECOMMENDATIONS

#### SECTION 1-ORGANIZATION CHARTS

##### Office of the President

##### Academic Affairs and Student Services

- Instruction-Locust Grove Campus
- Instruction-Fredericksburg Area Campus
- Office of Student Services
- Student Counseling-Locust Grove Campus
- Student Counseling-Fredericksburg Area Campus
- Financial Aid
- Admissions and Records
- Middle College
- General Education Department (GED)
- Distance Learning and Academic Support
  - Library Services and Tutoring services
- Tech Prep

##### Finance and Administration

- Information Technology
- Facilities Maintenance
- Human Resources
- Business Office

##### Center for Workforce Development and Community Relations

#### SECTION 2- EMPLOYEE INFORMATION

- Employee Count by Role
- Community/Service Area and Germanna Employee Demographics 2008
- GCC Demographics Comparison-2008
- New Hires/Transfers and Resignations/Retirements/Separations by Role
- Resignations/Separations by Reason
- Retention/Turnover Analysis
- Age by Role-Germanna/Statewide
- Age by Role-all Germanna Full-Time
- Age by Role-Teaching
- Age by Role-Classified
- Age by Role-Administrative Faculty
- Years of Service-Germanna/State Employees
- Years of Service –Full Time
- Projected Retirement Eligibility 50/30 and 65/5
- Total Teaching Faculty (2003-2008) by Rank
- Education Status-Teaching Faculty 2008

#### SECTION 3- WAGES AND BENEFITS

- What is your total compensation?
- Benefits as a Percentage of Compensation
- 2007 Percentage of Employees and Total Wages by County
- Total Wages Paid 2007 by County
- Educational Aid/Continuous Learning and Faculty Professional Development
- Workers Compensation and Unemployment Benefits Paid

### Highlights, Conclusions and Recommendations

- The total workforce for Germanna is 580 employees, 176 full time and 404 part-time. Adjunct faculty are included in the part-time number and as of the October 2008 payroll total 286. This number does not include adjunct faculty who teach for the Workforce Department.
- Over the past 12 months, the total number of full-time Germanna employees has increased from 169 to 176 and part time wage has decreased from 99 to 94. As opportunities allow, the goal remains of decreasing reliance on wage employees and increase full time opportunities. According to Bureau of Labor Statistics, between 2002 and 2012, State government educational services are projected to grow 17.5 percent. Germanna is lagging behind of this projected growth with the state economy a large factor.
- The average (mean) age of full time employees as of October 2008 is 47.6 years and the median age is 49 years. Only 15% of the full-time workforce are currently 35 years or younger while 48% of the workforce is 50 years and older.
- 54.3% of all full time employees have 5 years or less of state service as compared to the state-wide average of 35.4%. Conversely, 10.4% of Germanna's full time workforce have 20 or more years of service compared to the state-wide average of 21%. On average, full-time Germanna employees have an average of 7.5 years of service.
- Every organization must focus on establishing and maintaining clear succession plans for every department. This data indicates that Germanna has an opportunity to both identify and balance organization needs with individual career paths.
- Females comprise 55% of the workforce, males 45%.
- Demographic data of Germanna employees compared to state-wide census and currently enrolled students indicates a lag in percentages. It is Germanna's goal to achieve and retain a culturally, ethnically and otherwise diverse and talented workforce.
- A summary of the educational levels of current Faculty employees indicates that 18% have a Doctorate degree or higher; this percentage will likely continue to rise as we continue to focus and encourage professional development.
- During this past year, 63 awards of educational aid were made for a total of \$22,966. Implementation of the Continuous Learning Policy was started in fall 2008 and has allowed 20 employees to take 67 credits of instruction, at Germanna, at no charge.
- Numerous other professional development opportunities were funded by either individual departments or external funding. The list of faculty professional development activities is in the wages and benefits tab.
- Germanna's Center for Workforce in collaboration with the Human Resource Department offered a 10 part series on leadership development. 70 employees were able to attend one or more sessions, (36 non-supervisory and 34 supervisory) and 6 employees completed all 10

classes. It is anticipated that a partnership between Workforce and Human Resources will result in offering a similarly organized academy with a Customer Service focus.

- As part of its standard employee out-processing practice, Germanna collects information on why employees are leaving service. Obtaining a higher paying or promotional opportunity was cited as the main reason, followed closely by service retirement.
- The turnover and retention numbers remain steady and below state-wide and national averages. It is projected that with national and state wide unemployment numbers, the retention will remain or decrease. It is important to note that turnover numbers include those employees who either move from a wage position (no benefits) to a full time (with benefits) or receive a promotional opportunity either at another agency or in the private sector. These employees are to be celebrated.
- It is apparent that wages and benefits are primary factors in retention. A compensation study was contracted in May 2008 (for classified and wage) and has indicated lags in a number of roles. Ongoing are the studies for both teaching and administrative faculty. It is projected that these studies will be complete for consideration in the 2009-2010 planning cycle.
- A number of staffing strategies are available to departments. Most departments are currently using rewards and recognition as an aid to salary constraints. Human Resources Department is also promoting such things as cross training and mentoring as additional tools to engage and grow the employee population.
- Germanna has been successful in doing more with less in recent years, primarily through the use of technology. However, the combined effects of the aging workforce, increased workloads, and increasingly complex programs place limits on how much more can be done with less, particularly for occupations requiring advanced knowledge and experience. It will remain a continued challenge, especially in light of the current state economy.
- Having overextended employees can limit time that can be spent on activities that, while important, are not essential to day-to-day program administration – activities such as strategic planning, process documentation, innovation, information management, and knowledge transfer activities; these activities are essential for implementing staffing strategies for the future. Germanna must be proactive in creating diverse ways to help employees deal with the stress and strain of the budget constraints as well as the current economic downturn, while at the same time finding cost effective ways to train, develop, reward and recognize its workforce.
- The current Germanna employee has a high level of skill and experience and a strong commitment to providing effective services to the students/community. These employees may be difficult to replace in the future. As staff numbers are reduced and staff on board continue to age or to be replaced by less experience workers, the increasing complexity of Germanna programs will be particularly challenging. It is even more important that the balance of technology and human capital be a focus.