

Item Evaluation

Item 7.3 Workforce Results

Key Factor References

Item	KF Cat.	Key Factor
1	P.1a(5)	Core Competencies CC1: Provide exceptional student support services; CC2: Partner with local community to achieve excellence/graduate job readiness; CC3: Maintain expert, up-to-date workforce. [KM]
2	P.1a(6)	Workforce Profile Tenured/tenure-track faculty (250); Adjunct/non-tenure-track faculty, FT & PT (200); management (60); professional support (250); support (400); temp. (50). [KM]
3	P.1a(7)	Workforce Engagement Drivers Open communication (supervisor relationships); high-performance work (valued as team member); focus on continuous improvement/innovation (training/resource availability/relevance); engaged/empowered workforce (satisfied with sense of contribution to mission); diverse ideas, cultures, thinking (satisfied with sense mission and college future); inclusion/equity. [KM]
4	P.2a(3)	Comparative Data peers, competitors, national averages, best-in-classIPEEx2, CCSSE, CollUnivPA-HR; Nome Zevii DASHER; other Baldrige winners; NCCBP, Cost and Productivity Project, NSC. [KM]
5	P.2b(2)	Strategic Challenges Decreased state funding, influx of dual-credit high school students, increased competition for students, demands to close achievement gap, ensuring qualifications of incoming FT/PT faculty; Covid-19 pandemic, related disruptions. [KM]

Item Evaluation

Item 7.3 Workforce Results

Strengths						
Item	KF Ref.	++	Strength	Rationale	Item Ref.	~Key Theme
1	P.1a(5), P.2a(3), P.2b(2)		Workforce capacity results show good levels and good performance relative to comparisons. For example, Vacancy Rates (Figure 7.3-3) and Faculty-Student Ratio (Figure 7.3-4) both demonstrate consistent good levels and exceed the comparisons shown. In addition, Workforce Attrition (Figure 7.3-2) for faculty members and administrators has been consistently better than that of the top-decile comparators. Such results may help CCNW achieve its strategic objectives during a period of decreased state funding.	Vacancy rates show good levels as indicated by exceeding comparison group, same with faculty-student ratio. Attrition rates show uneven trend for staff, but levels are relatively stable at above top-decile performance. All Examiners Overall	7.3a (1)	
2	P.1a(5), P.1a(6), P.1a(7), P.2a(3)		CCNW invests more in workforce development than its peers do, which garners good satisfaction ratings for the effectiveness of leadership development programs. Workforce Learning and Development Investment (Figure 7.3-13) exceeds that of the DASHER comparison for all three workforce segments. Satisfaction with peer mentoring and participation in leadership development (Figures 7.3-14 and 7.3-15) also demonstrate generally beneficial trends. These results evidence progress in responding to the workforce engagement driver of training and resource availability and relevance.	Although it is impossible to determine a good level of development investment by itself, coupled with a benchmark comparison we can determine the levels exceed those of peers but not so far above that it brings into questions about efficiency. Bright Star peer mentoring and Leadership Development Effectiveness results do not have comparisons and would not be expected to have them for such internal measures, but strengths are noted for beneficial trends and levels above 90%. All Examiners Overall	7.3a (4)	
3	P.1a(6), P.1a(7), P.2a(3)		CCNW's results for workplace climate demonstrate good levels and favorable comparisons. Perceived safety results for service and professionalism (Figure 7.3-5) show beneficial trends and exceed the national top decile in all areas. Results for workers compensation injuries compare favorably to the National Safety Council average. These results support CCNW in meeting the workforce engagement factors it has identified.	Results are good to excellent as indicated by far exceeding national top-decile comparisons. Trends are difficult to pinpoint as the levels are high enough on overall climate that variations on a five-point scale at that level are not meaningful. All Examiners Overall	7.3a (2)	

Note

Item Evaluation

Item 7.3 Workforce Results

OFIs

Item	KF Ref.	++--	OFIs	Rationale	Item Ref.	~Key Theme
1	P.1a(6), P.2b(2)		Some key workforce-related results are missing. For example, workforce capability results do not address academic credentials or appropriate skills. In addition, accessibility results, which may impact inclusion, are missing, as are results for participation in and satisfaction with wellness programs, the applicants indicator of workplace health. Tracking these results may assist CCNW in strengthening its core competency of maintaining an expert, up-to-date workforce and in responding to the increased attention on instructor quality.	The comment is taken from Ex6 as a good summary of key missing results. Most examiners had an OFI around capability and, while applicant presents a table for capability, it does not address credentials and instructor quality.Overall	7.3a (1), 7.3a (2), 7.3a (3)	
2	P.1a(6), P.1a(7), P.2b(2)		Engagement results for staff members, the largest segment of the workforce, lag behind those for other workforce segments. This is reflected in results for all workforce engagement factors (Figures 7.3-9 and 7.3-10), lower investment in staff learning and development (Figure 7.3-13), lower satisfaction with peer mentoring (Figure 7.3-14), lower participation in leadership development (Figure 7.3-15), and a mixed attrition trend. Improvement in these areas may help CCNW meet students needs as it works to increase entry pathways to the college.	Staff results traditionally are lower, but this is across the board and, with efforts to recover from the pandemic and an influx of high school enrollment that may need more services, CCNW may need to address this workforce segment sooner rather than later. Overall	7.3a (3)	

Note

Item Evaluation

Scorebook Navigator™
Software/Service

2021 CCNW Case Study_Training
Education 2021-2022
TN-Center for Performance Excellence
Examiner KM

Item 7.3 Workforce Results

Feedback-Ready Comments

Item	Type	Comment	Item Ref.	-Key Theme
------	------	---------	-----------	------------

Item Evaluation

Scorebook Navigator™
Software/Service

2021 CCNW Case Study_Training
Education 2021-2022
TN-Center for Performance Excellence
Examiner KM

Item 7.3 Workforce Results

Item 7.3 Overall & Final Score

Overall Score	Final Score
50-65%	55
