



OAKLAND
COMMUNITY
COLLEGE

SUCCESSION PLANNING REPORT

Prepared for:
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Oakland Community College
Succession Plan Survey
Fall 2007

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Purpose

In the Fall of 2007, Chief Human Resource Officer Cathy Rush and Academic Senate Chairwoman Mary Ann McGee contacted the Office of Institutional Research to sponsor a research study that will help better understand the retirement plans and career goals of OCC staff. In short, a succession planning survey was administered to gather feedback from the staff regarding their future plans.

Methodology

Upon consultation with Cathy Rush and Mary Ann McGee and after researching succession plans, a survey was developed to assess the staff's long term goals and/or plans as they relate to staffing needs at OCC. Subsequent to the survey being modified and approved by the sponsors, a mixed methodology was used to administer the survey. Full-time faculty received a paper-based survey which was completed at Discipline Day in October 2007. Afterwards, on October 19, 2007, select full-time staff received a web-based survey which was to be completed by November 2, 2007.

Results

Full-time faculty contributed 166 responses out of 277 possible respondents. This produced a response rate of 60% for full-time faculty. The staff provided 313 responses out of 550 possible respondents. This produced a response rate of 57% for staff. Overall, there was a 58% response rate for full-time faculty and staff combined. There were 479 responses out of 827 possible respondents. Administration/management staff, faculty, operating engineers, maintenance, classified, and public safety comprised, 29%, 33%, 2%, 7%, 27%, and 2% of the sample respectively.

Next, is an executive summary followed by an overall descriptive evaluation of the results by questionnaire item.

Discrepancy due to fact that not all surveys marked themselves as faculty

*5 were Admin;
3 were missing*

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Executive Summary

Of those who responded:

- ❖ 82% have provided at most 23 years of service to OCC.
- ❖ 59% indicated that they were not interested in pursuing a degree or certificate to prepare for advancement
- ❖ 83% indicated that they will be retiring from OCC.
- ❖ 90% plan to retire within the next 23 years.
- ❖ 74% identified themselves as permanent full-time employees.
- ❖ 55% of the respondents were identified as "Stayers".
 - Those employees who want to stay in their current position and employment group.
- ❖ 30% of the respondents were identified as "A-Movers".
 - Those employees who want to move to a different position within their employment group.
- ❖ 15% of the respondents were identified as "B-Movers".
 - Those employees who want to move to another position and employment group.
- ❖ 80% of the Stayers plan to retire from OCC within the next 15 years.
- ❖ 80% of the A-Movers plan to retire from OCC within the next 23 years.
- ❖ Nearly 90% of all of the B-Movers plan to retire from OCC within the next 23 years.

Sub-bullets
of
above

sub-bullets of above

①
Include
MAMM +
Cathy
opted
not to
include

②
 ★ Includes

Results

Figure 1: How Many Years Of Service Have You Provided To OCC To Date?

| | Frequency | Percentage |
|-----------------------------|------------|------------|
| Less than 1 year to 7 years | 151 | 32% |
| 8 years to 15 years | 129 | 27% |
| 16 years to 23 years | 107 | 23% |
| 24 years to 31 years | 62 | 13% |
| 32 years to 40 years | 26 | 5% |
| Total | 475 | |

❖ 59% of the respondents have provided at most 15 years of service to the college.

Calculate
 & include Average length of service
 @ OCC



Results Continued

Figure 2: Is There Another Position(s) For Which You Would Apply If An Opportunity Became Available?

| | <u>Frequency</u> | <u>Percentage</u> |
|--------------|------------------|-------------------|
| Yes | 214 | 46% |
| No | 252 | 54% |
| Total | 466 | |

- ❖ Almost half of the respondents (46%) indicated that there was another position for which they wanted to apply.
- ❖ For a listing of those other positions, please see Appendix A.

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4
 include

Results Continued

Figure 3: Which Employee Group Best Describes The Position You Are Interested In Applying For If It Became Available?

| | Frequency | Percentage |
|---------------------------------|------------|------------|
| Administrative/Management Staff | 97 | 45% |
| Faculty | 46 | 21% |
| Operating Engineer | 9 | 4% |
| Maintenance | 10 | 5% |
| Classified | 53 | 25% |
| Public Safety | 0 | 0% |
| Total | 215 | |

❖ No one indicated an interest in public safety.

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Results Continued

Figure 4: Are You Planning To Pursue A Degree Or Certificate To Prepare For Advancement

| | <u>Frequency</u> | <u>Percentage</u> |
|--------------|------------------|-------------------|
| Yes | 189 | 41% |
| No | 277 | 59% |
| Total | 466 | |

- ❖ Almost six in ten respondents indicated that they are not going to pursue additional degrees or certification for advancement.
- ❖ For a listing of additional degrees or certifications, please see Figure 5.

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~~4~~

Results Continued

of those interested in pursuing an additional degree (41%):

Figure 5: Please Indicate Which Degree Or Certification

| | Frequency | Percentage |
|--------------|------------|------------|
| Associate's | 42 | 19% |
| Bachelor's | 42 | 19% |
| Master's | 81 | 36% |
| Doctorate | 42 | 19% |
| Other | 17 | 8% |
| Total | 224 | |

- ❖ A master's degree is the overwhelming favorite among degrees preferred.
- ❖ For a listing of other degrees preferred, please see Appendix B.

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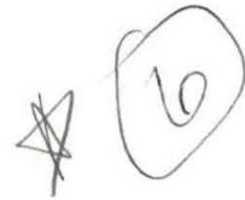
Results Continued

Figure 6: Will You Be Retiring From OCC?

| | Frequency | Percentage |
|--------------|------------|------------|
| Yes | 387 | 83% |
| No | 78 | 17% |
| Total | 465 | |

- ❖ An overwhelming majority of respondents (83%) would prefer to retire from OCC.

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Results Continued

Figure 7: When Do You Plan To Retire From OCC?

| | Frequency | Percentage |
|-----------------------------|------------|------------|
| Less than 1 year to 7 years | 117 | 32% |
| 8 years to 15 years | 154 | 42% |
| 16 years to 23 years | 58 | 16% |
| 24 years to 31 years | 36 | 10% |
| 32 years to 40 years | 6 | 2% |
| Total | 371 | |

❖ Almost three in four respondents (74%) intend to retire from OCC within 15 years.

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Results Continued

Figure 8: Which Of The Following Best Describes Your Current Employee Group?

| | <u>Frequency</u> | <u>Percentage</u> |
|---------------------------------|------------------|-------------------|
| Administrative/Management Staff | 140 | 29% |
| Faculty | 158 | 33% |
| Operating Engineer | 8 | 2% |
| Maintenance | 34 | 7% |
| Classified | 129 | 27% |
| Public Safety | 7 | 1% |
| Total | 476 | |

- ❖ Administrative/management staff, faculty, and classified are the three most populous employee groups. *who is popular.*

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Results Continued

Figure 9: Which Of The Following Best Describes Your Current Position?

| | <u>Frequency</u> | <u>Percentage</u> |
|---------------------|------------------|-------------------|
| Permanent Full-time | 352 | 74% |
| Permanent Part-time | 2 | 0.4% |
| Full-time Faculty | 105 | 22% |
| Exempt | 10 | 2% |
| Contract | 5 | 1% |
| Total | 474 | |

- ❖ 96% of the respondents identified themselves as either permanent full-time staff or full-time faculty.
- ❖ For a listing of faculty disciplines please see Appendix C.

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Results Continued

Figure 10: Employee Mobility

| | | Current Employment Group | | | | | | |
|-------------------------------------|---------------------------------|--|----------|------------------------|-------------|------------|------------------|-------|
| | | Administration/ Management Staff | Faculty | Operating Engineers | Maintenance | Classified | Public Safety | Total |
| Employment Group of Interest | Administration/Management Staff | 69 | 6 | 0 | 1 | 21 | 0 | 97 |
| | | 82% | 32% | 0% | 5% | 25% | 0% | 45% |
| | Faculty | 13 | 13 | 1 | 3 | 14 | 2 | 46 |
| | | 16% | 68% | 25% | 14% | 17% | 67% | 21% |
| | Operating Engineers | 0 | 0 | 3 | 6 | 0 | 0 | 9 |
| | | 0% | 0% | 75% | 27% | 0% | 0% | 4% |
| | Maintenance | 0 | 0 | 0 | 10 | 0 | 0 | 10 |
| | | 0% | 0% | 0% | 46% | 0% | 0% | 5% |
| | Classified | 2 | 0 | 0 | 2 | 48 | 1 | 53 |
| | | 2% | 0% | 0% | 9% | 58% | 33% | 25% |
| Public Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | |
| Total | 84 | 19 | 4 | 22 | 83 | 3 | 215 | |
| | 39% | 9% | 2% | 10% | 39% | 1% | | |

- ❖ 45% of the respondents indicated administration/management staff as an employee group of interest.
- ❖ 25% indicated classified as an employee group of interest.
- ❖ None of the respondents referenced public safety as a group of interest.

The following is an evaluation of employee mobility. The evaluation will detail those respondents who indicated that they want to stay in their current position and employment group (264), those who want to move to a different position within their employment group (143), and those who want to move to another employment group and position (72).

THE STAYERS

(Employees Who Prefer To Stay In Their Current Employment Group And
Current Position)

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Results Continued

Figure 11: Employee Mobility – The Stayers

| | <u>Frequency</u> | <u>Percentage</u> |
|---------------------------------|------------------|-------------------|
| Administration/Management Staff | 56 | 21% |
| Faculty | 139 | 53% |
| Operating Engineers | 4 | 2% |
| Maintenance | 12 | 5% |
| Classified | 46 | 18% |
| Public Safety | 4 | 2% |
| Total | 261 | |

- ❖ These respondents have indicated that there is not another employment group or position for which they would be interested other than their current employment group and position.
- ❖ Of those who responded:
 - 80% indicated they were not interested in pursuing another degree or certificate.
 - 63% identified themselves as permanent full-time employees.
 - 35% identified themselves as faculty members.
 - Almost eight in ten (77%) have provided at most 23 years of service to OCC.

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Results Continued

Figure 12: Retirement Plan – The Stayers

| | Less than 1 year to 7 years | 8 years to 15 years | 16 years to 23 years | 24 years to 31 years | 32 years to 40 years |
|---------------------------------|--------------------------------|------------------------|-------------------------|-------------------------|-------------------------|
| Administration/Management Staff | 42% | 82% | 93% | 100% | |
| Faculty | 39% | 80% | 94% | 99% | 100% |
| Operating Engineers | 75% | 100% | | | |
| Maintenance | 17% | 67% | 100% | | |
| Classified | 45% | 82% | 95% | 100% | |
| Public Safety | 75% | 75% | 75% | 100% | |
| Total | 41% | 80% | 94% | 100% | |

- ❖ 83% indicated that they will be retiring from OCC.
- ❖ On average, 80% will be retired within the next 15 years.
- ❖ Additionally, a significant proportion of the Stayers intend to retire within at least seven years (41%).

In summary, the Stayers seem to have a somewhat active and/or progressive retirement outlook over the next 15 years. This result may produce staffing shortages in the indicated employment groups in the near future which may need to be addressed.

THE STAYERS

Open-Ended Comments

What, if any, are the potential barriers that may prevent you from obtaining another position at OCC?

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Results Continued

¹Figure 13: Barriers Comment Categories – The Stayers

| Comment Category | | Comment Code Number |
|------------------|--|---------------------|
| | | |
| Age | | 1 |
| | | |
| Criteria | | 2 |
| | | |
| Degree | | 3 |
| | | |
| Education | | 4 |
| | | |
| Experience | | 5 |
| | | |
| Faculty | | 6 |
| | | |
| Miscellaneous | | 7 |
| | | |
| No | | 8 |
| | | |
| None | | 9 |
| | | |
| OCC | | 10 |
| | | |
| Politics | | 11 |
| | | |
| Position | | 12 |
| | | |
| Qualifications | | 13 |
| | | |
| Satisfied | | 14 |
| | | |
| Specific | | 15 |
| | | |
| Time | | 16 |

¹ For all comment category figures, the categories may not be mutually exclusive.

NS

SUCCESSION PLANNING AT OCC: FACULTY

Prepared for:

OCCFA Faculty Relations Committee
June 2008

Prepared by:

OCC, Office of Institutional Research

PC
- 15 copies

Source: OCC, Office of Institutional Research 1/2008

- Good afternoon. I'm Nancy Showers.
- Brief update of results of Succession Planning Survey that was conducted last Fall, some additional data from HR and an opportunity for discussion regarding implications of this information

- copy of report avail upon request

Cathy -
= ppt @ PC?
= Letter to staff

Background

- In Fall of 2007, Institutional Research was asked by the College Faculty Relations Committee and College Administration to initiate a research study that would help the College better understand the faculty's and staff's:
 - *Plans for retirement*
 - *Career goals / planning*
 - *Years of service provided*
 - *Potential barriers to career attainment at OCC*
 - *Clarify responses from the PACE Climate Survey*

This analysis reviews the results of the faculty responses only.

Source: OCC, Office of Institutional Research

1/2008

The databases are used to assist in the calculation of projections in:

(read bullets in slide).

Methodology

- Full-time faculty received a paper survey at Discipline Day in October 2007.
- Adjunct faculty were not surveyed.
- The response rate for the faculty was 57%.
 - *Response rate for staff was 58%; for all employees 58%.*

Source: OCC, Office Of Institutional Research

1/2008

(158 responses out of 277)

Response rate for staff was 58% (313 of 550)

How Many Years Of Service Have You
Provided To OCC To Date?
(N=157)

| | Frequency | Percentage |
|-------------------------|-----------|------------|
| Less than 1 to 15 years | 78 | 50% |
| 16 to 40 years | 79 | 50% |

- Average length of service: 16.9 years

When Do You Plan To Retire From OCC?
(N=114)

| | Frequency | Percentage |
|------------------------------|-----------|------------|
| Less than 1 year to 15 years | 87 | 78% |
| 16 years to 40 years | 25 | 21% |

- 82% indicated that they will be retiring from OCC.
- The average time until anticipated retirement is 11.4 years.

Source: OCC, Office Of Institutional Research

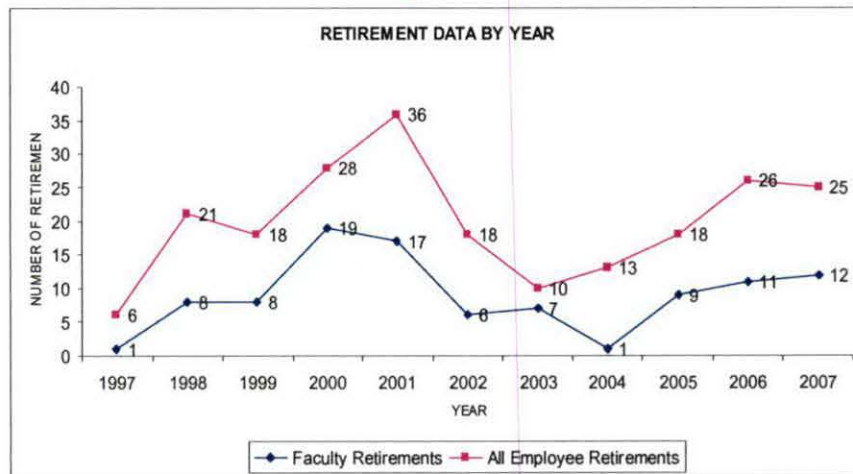
1/2008

You can see from the N that all respondents did not answer this question (72%).

1-5 years 29%

1-10 years 54.4%

Retirement Data by Year



- Overall, faculty retirements comprise 45% of all employee retirements.

Data Source: OCC, Office of Human Resources

Source: OCC, Office of Institutional Research

1/2008

This data was supplied by HR; showing the actual numbers of faculty and all employee retirements for the last 10 years.

Last 3 years represent nearly 1/3 of all faculty retirements over the last 10 years (32.3%)

Is there Another Position For Which You Would Apply If An Opportunity Became Available?

| | Frequency | Percentage |
|-----|-----------|------------|
| Yes | 17 | 12% |
| No | 129 | 88% |

- The employee group most frequently cited was Faculty (n=13), followed by Administration (n=8).
- The specific position title most frequently cited was Academic Dean.

Source: OCC, Office of Institutional Research

1/2008

Note that totals do not match, but since it was a paper survey, people could answer questions of their choice, for the employee survey, skip patterns were built in.

When asked about barriers for advancement, the top two responses were "I'm happy where I am" and "lack of degree/specific credentials"

Age Distribution Data for Faculty

| Age Range | Number of Faculty | % of Total |
|-----------|-------------------|------------|
| All ages | 280 | -- |
| 70+ | 11 | 4% |
| 60-69 | 70 | 25% |
| 50-59 | 100 | 36% |

Data Source: OCC, Office of Human Resources

Source: OCC, Office of Institutional Research

1/2008

65%
over 50

Implications/Discussion?

Source: OCC, Office Of Institutional Research

1/2008

- Budget question?

QUESTIONS?

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