

Total PCCD Turnover Analysis - FY 20-21

1,977	Total EEs - 7/1/2020
2,033	Total EEs - 6/30/2021
2,005	Average EEs - FY20-21

Turnover Calculation

133 Turnover FY 20-21

6.63%

Total Turnover FY 20-21 divided by Average EEs FY 20-21 multiplied by 100 (converted to a percentage)

U.S. Dept. of Labor Bureau of Labor Statistics Turnover Percentage Rates by Industry and Region

<u>Year</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>AVG</u>
Education	29.1	29.1	30.3	29.8	42.4	32.14
West	42.7	42	43.9	45.9	58.3	46.56

Note 1: PCCD's overall FY 20-21 employee turnover rate of 6.63% is well below the national and regional turnover rates in the educational services industry.

In addition, The Society for Human Resource Management Defines "GOOD" turnover as being below 30% and "EXCELLENT" turnover being below 10%. Based on this analysis it can be said with a high level of confidence that PCCD's total employee turnover rate for FY 20-21 was excellent.

Turnover (T/O) by Job Classification

	<u># of Turnovers</u>	<u>% of Overall T/O</u>	<u>Average Class Headcount</u>	<u>T/O %</u>
Administrators	19	14.29%	76	25.17%
Faculty	46	34.59%	1,424	3.23%
Classified Professionals	68	51.13%	506	13.44%
Total	133	100%	2,005	

Note 2: Administrator turnover of 25.17% is the highest of the three classifications; however, it is below 30% and below the MODE for the U.S. from 2016 to 2020.

Note 3: Faculty turnover of 3.23% is excellent and consistent with T/O found in faculties throughout U.S. Higher Education.

Note 4: Classified turnover of 13.44% is good and much lower than the national average.

CONCERNS AND ANALYSIS OF CONCERNS:

The concern:

The *extremely* short tenure of PCCD Chancellors (CEOs) over the past five (5) years.

Analysis:

Although overall turnover at PCCD is well within national and regional norms, the key area of concern regarding administrative turnover is related to the rapid turnover of the chancellor position. PCCD has had five (5) chancellors in the last five (5) years. The average tenure at the chancellor position for the most recent five (5) chancellors is **1.8 years**, which includes the four (4) years served by one of the most recent five (5) chancellors. The average tenure for California Community College CEOs is **3.5 years**, which is itself a concern for the state. This means that over the past five (5) years PCCD chancellors have served for only **51.1%** of the time as the average California Community College CEO.

RECOMMENDATIONS:

1. All future permanent chancellors be given initial 4-year contracts with standard 4-year contract renewals for those chancellors performing to the satisfaction of the Board of Trustees.
2. All current acting and interim administrator positions should be filled with permanent personnel as soon as possible, while maintaining stability.
3. All permanent administrators be given initial 3-year employment contracts to help stabilize administrator staffing.
4. All satisfactorily performing administrators be given 4-year renewal contracts to maintain staffing stability.
5. All new interim administrator contracts be for 1 year with an automatic 1-year renewal provision to foster staffing stability.