Golden West College

NON-INSTRUCTIONAL PROGRAM REVIEW

Spring 2016

Department Name: Human Resources/Staff Development

Department Contact Information:

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NON-INSTRUCTIONAL PROGRAM REVIEW PROMPT

PROGRAM INFORMATION: Human Resources/Staff Development

Assume the reader doesn't know anything about your program/department. Briefly describe your department and how your department supports one or more of Golden West College's mission and goals. **This description will likely be used on your department's website**.

Program Contributions: Describe how your department contributes to the campus. Consider areas such as diversity, campus climate, student success, campus processes, student support, and other college goals below.

The primary functions of the Human Resources Department are to recruit, hire and retain a qualified staff of faculty, classified, and administrative personnel that support the educational needs of students. The Human Resources Department provides human resources and payroll services to the campus community, in conjunction with District operations. The department also provides a variety of professional services including assistance with employee relations matters, contract interpretation, and investigative services for employment and recruitment related complaints.

Additional functions include:
- Service and support related to employment and payroll processing
- Advocating for employees
- Building positive relations with all constituent groups
- Safeguarding the campus from undue lawsuits stemming from discrimination/harassment/Americans with Disabilities Act (ADA) and other behaviors
- Safeguarding campus resources by auditing personnel actions such as personnel action forms, faculty load, leave coordination and the Affordable Care Act (ACA).

Service areas include: recruitment; personnel services; Federal/State/District compliance; diversity; and staff development.

- **Recruitment**
  Human Resources administers the recruitment for academic and classified personnel. The recruitment processes include forecasting employment needs, preparing advertisements, coordinating recruitments, monitoring applicant tracking, training selection committees and maintaining communication with applicants throughout the process.

- **Personnel Services**
  Human Resources provides employees assistance in personnel related matters prior to and during their tenure with the campus. The department coordinates, maintains, and monitors employee assignments, staff data, salaries, site personnel files, evaluations, tenure, sabbaticals, retirements, classifications/compensation and employee contracts. The Human Resources Department regularly interprets a variety of rules, regulations, and policies for campus employees. The staff is committed to providing on-going quality customer service.

- **Federal/State/District Compliance**
  Human Resources is responsible for overseeing and monitoring compliance of Federal laws, State laws, and Board Policies/Regulations as they relate to personnel matters.

- **Diversity/EEO Compliance**
  Human Resources plays a leadership role in supporting the District's commitment to diversity and equal employment opportunity. The differing needs of our economically and culturally diverse students, faculty, and staff are evident based on the District's demographic profiles. As such, Human Resources is committed to valuing and enhancing diversity within the campus community. The Human Resources Department monitors compliance of Equal Employment Opportunity (EEO), Americans with Disabilities Act (ADA), sexual harassment and discrimination.

- **Staff Development**
  Human Resources oversees staff development at the campus. The Staff Development Advisory Committee plans and ensures that relevant training and workshops are offered to employees to provide new and refreshed skills and increase effectiveness in the classroom and in support of campus and District strategic directions.

College goals(check all that apply):
- ☐ Institutional Mission & Effectiveness
- ☐ Instructional Programs
- ☐ Student Support Services
- ☐ Library and Learning Support Services
- ☐ Student Engagement
- ☐ Student Equity
- ☒ Human Resources
- ☐ Facilities & Campus Environment
- ☐ Technology
- ☐ Fiscal Resources
- ☐ Planning Processes
- ☒ District Collaboration
- ☐ Community Relations
- ☐ Business, Industry, Governmental Partnerships

External Requirements: Indicate any requirements that are imposed on your program/department by the state, federal regulations, or other external accrediting bodies (If applicable).

Human Resources oversees and monitors compliance of Federal laws, State laws, Board Policies/Regulations, and collective bargaining agreements as they relate to personnel matters.

State/Federal laws as they relate to employment and EEOC compliance:
- California Code of Regulations, Title 5
- California Education Code
- Title IX
- California Labor Law
- Department of Fair Employment & Housing (DFEH)
- Equal Employment Opportunity Commission (EEOC)
- Government Code
- Office of Civil Rights (OCR)
- Americans with Disabilities Act (ADA)
- Fair Labor Standards Act (FLSA)
- Federal Contract Compliance Programs (OFCCP)

REVIEW OF LAST CYCLE PROGRAM REVIEW
Provide assessment of your previous program review initiatives. Summarize any accomplishments that your program/department achieved. (2 pg limit)

The current Human Resources Director was hired in January 2016. The position had been vacant or filled by an interim Director for the last two years. In searching previous files no recent copy of a program review was found, thereby making it difficult to assess the department's previous initiatives. The current program review will allow the Human Resources Department to assess progress moving forward.

SWOT ANALYSIS

Strengths:
- - What does your program/department do well?
- - What do you believe your students, potential employers, or transfer institutions see as your program's/department's strengths?

- Professional and knowledgeable staff.
- Meets established employment, payroll and Board deadlines.
- Assists the campus community by providing accurate information and guidance on a variety of employment related matters.
- Monitors assignments and tasks to ensure adherence to Board policy and procedure, as well as Federal and State law.
- Provides orientation and guidance to campus hiring committees to ensure fair and equitable recruitment, screening, and selection processes.
- Demonstrates flexibility in meeting changing legal requirements and policies.
- Promotes diversity and equal employment opportunities.
- Committed to supporting equity and fair employee relations.
- The Staff Development Advisory Committee has developed a three year plan that is committed to providing staff development opportunities for employees.

<u>Weaknesses:</u>
- In what areas does your program/department need to improve?
- What are your program's/department's immediate needs?
- What limitations or barriers is your program experiencing?

- Develop, maintain, and update written office procedures to stay compliant with new legal and system requirements.
- Develop instructional guides to assist managers and support staff in completing employment and payroll documents.
- Develop instructional guides to assist managers and support staff on campus/District Human Resources procedures such as, hiring, leaves of absences, and transfers.
- Create the Human Resources SharePoint webpage to include comprehensive Human Resources and payroll resources for the campus community. This should include access to employment and payroll documents, forms, guides, and information.
- Research and implement a more efficient mechanism for administering and collecting student evaluations.
- Both Co-Chair positions for the Staff Development Advisory Committee were vacant the past two years.
- Staff development was not funded for FY15-16 which limited staff development opportunities for employees.

The Human Resources Department district-wide has experienced several changes in personnel over the last year. One of the biggest changes is a complete reorganization of Human Resources district-wide. The main goal of the reorganization is to centralize employment processing and create a one-stop center for employees. This centralization will be located at the District Office.

Golden West College had two Human Resources Specialists retire in 2015. One of these positions was moved to District Human Resources and the other was reorganized into an Instructional Load and Pay Analyst that will move to the Office of Instruction. The remaining Human Resources Analyst will be moving to the District Office once the new Instructional Load and Pay Analyst is hired.

The loss of staff in the campus Human Resources office and new personnel in other positions (EEO/Recruitment Coordinator and Human Resources Director) has created some limitations in the department. There is additional workload for the Human Resources Analyst in addition to a learning curve for new employees while they become acclimated to campus and District policies and procedures. This can cause a back log in the workflow and sometimes a delay in follow through from the department.

These limitations in the Human Resources department are temporary. The employment processing and onboarding workflow will be more streamlined once the new Instructional Load and Pay Analyst is hired and the entire District reorganization is complete. There are also several technology initiatives in process that will make the workload and workflow more efficient.

Another weakness is the lack of detailed processes and procedures for the department. There is very little written down and formalized. This makes the training of new employees very difficult. It also causes confusion and frustration for the campus as there are no clear processes or procedures to follow.

The Human Resources Director is the Co-Chair for the Staff Development Advisory Committee along with a faculty coordinator. Both positions have been vacant over the last two years. The lack in dedicated leadership and funding has not allowed the committee to offer the required amount of training needed for our staff. Funding for staff development is requested.

Opportunities
- What opportunities exist for your program/department?
- What opportunities exist that may allow your program/department to expand/improve on efficiency?
- What external funding opportunities are available for your program/department? (If applicable)
- What partnerships/collaboration (internal, district-wide, external) can be established or expanded to the benefit of your program/department?

- New employees in Human Resources allow for new and innovative ideas to develop.
- District-wide Human Resources reorganization allows better collaboration and consistency between all colleges and the District Office.
- The EEO/Recruitment Coordinator was able to expand on the available functions that NeoGov (online application system) provides to ensure a smooth and easy application/recruitment process for applicants and hiring committees.
- Implement new technology initiatives to streamline Human Resources processes for efficiency such as, onboarding new employees through NeoGov, administering performance evaluations through Perform/NeoGov, and electronic Personnel Action Forms.
- Flex days for faculty will allow for staff development opportunities.
- Funding for the faculty coordinator position in Staff Development.

The State Chancellor's Office has developed a new EEO Allocation Model effective fiscal year 2015-16. In order to qualify for these additional funds, districts must certify they have a current EEO Plan, an established EEO Advisory Committee and meet five of the remaining eight multiple methods. Coast Community College District could receive up to $45,000 in funding if enough of the multiple methods are met.

There may be Equity funds that can be used to offer staff development opportunities.

Threats/Challenges
- What challenges exist for your program/department?
- What budgetary constraints is your program/department facing?
- Are there upcoming changes to state and federal regulations that will impact your program? Elaborate.

- The Human Resources reorganization will leave only two Human Resources employees on campus. This will be a huge adjustment for the campus community. Human Resources will need to work with District Human Resources to ensure a smooth and seamless transition.
- The college has several employees who require accommodations such as interpreting/captioning services to perform their jobs. This is an ongoing cost that will need to

be budgeted. The FY15/16 budget for these expenditures was $8,555. As of April 2016 we are over spent by $1,700.

- The Staff Development Advisory Committee needs a dedicated budget allotment in order to effectively plan and offer staff development opportunities to the staff of Golden West College.

PROGRAM DATA AND ANALYSIS

Measures of Scope of Program (Who does your department serve? How many do you serve?)

☒ Temp Hourly   Number of Temporary Hourly Served: 535
☒ Faculty   Number of Faculty Served: 532 (Full-time = 136; Adjunct = 396)
☒ Staff   Number of Staff Served: 170
☒ Managers   Number of Managers Served: 35

Human Resources serves all employees on campus from temporary hourly employees to educational administrators.

Measures of Effectiveness/Customer Satisfaction?
- What type of data did you use to measure customer satisfaction? Provide your analysis of the data.

- There have been no surveys completed by Human Resources in the past few years. We do receive comments both positive and negative from employees and the public on a daily basis and use this feedback to make changes or improvements as needed.

- What type of data did you use to measure departmental accomplishments? Provide your analysis of the data

- Performance evaluations would be used to measure accomplishments.

Measures of Efficiency/Productivity
- What type of data did you use to measure improvements in efficiency and productivity? Focus on:
  - Time
  - Personnel
  - Other Resources

The Human Resources Director position has been vacant for approximately two years prior to this program review. There were no specific surveys done to measure improvements. We do make adjustments or improvements in our services based on comments or concerns brought to our attention by employees. Moving forward we will survey employees regarding all services provided by the department and use this feedback to make any necessary changes or improvements.

Review of Budget/Expenditures
Provide a breakdown of your allocated budget and actual expenditures

Please see year-to-date Human Resources Budget spreadsheet attached. The current budget covers the bare minimum of our department operations. There is no budget for temporary hourly employees. If we don't receive state funding for interpreters/captioners, the campus will need to provide funding for these legally mandated services. Staff Development was not funded in 2015-16. In order to help meet our college goal to provide staff development for employees, there will need to be funding made available.

PROGRAM PLANNING

Based on your analysis of previous program review and current data/information:

- What does your program want to accomplish in the next three years?

- Establish consistency in our staffing and establish effective relationships with our employees.
- Improve employment processing from new hire to permanent status.
- Improve communication to our employees regarding Human Resources issues/updates.
- Create HR and Staff Development SharePoint pages and update the Human Resources pages on the website.
- Provide staff development opportunities for employees including, but not limited to:
  - Welcome/Onboarding for new employees
  - Mentoring Program
  - Promotion of Lynda.com and other available resources
  - Offer trainings/workshops to employees on their role in increasing student success
  - Diversity trainings/workshops
  - Create Staff Development SharePoint webpage to promote training opportunities and provide conference and workshop information for the campus community.
  - Provide job training opportunities (i.e., Banner, Microsoft Office, Customer Service)
  - Canvas training

- What areas does your program plan to improve?

- Communication with employees on Human Resources related issues/updates.
- Training and communication with managers on legal updates, contract administration, employee relations.
- Collaboration with the other colleges and the District to ensure consistency in all personnel issues.

- What specific actions will you take to improve upon those areas?

- Send communication to campus community regarding Human Resources reorganization and ensure a smooth transition.
- Provide training for managers on Human Resources related topics such as legal updates, contract administration, and employee relations.

- Coordinate with the Staff Development Advisory Committee to provide staff development opportunities for employees.

- How will you assess whether your program has accomplished those goals?

- Distribute a survey to employees to monitor our progress and to assess our performance and service to employees.
- In collaboration with the Staff Development Advisory Committee complete a needs assessment on training needs of employees.
- Distribute surveys after staff development events to measure relevance and application to the job.

RESOURCE ALLOCATION

In order to accomplish those goals, what resources do you need? You will need to fill out the resource request forms and include them with your Program Review Report.

- Staffing
- Facilities
- Technology
- Equipment
- Funding for Professional Development

Human Resources is requesting funding for a Class Climate Scan Station License and Scanner. The process and technology currently used to collect student surveys is antiquated and extremely time consuming. Funding for this new technology will allow HR to maintain compliance with the collective bargaining agreement for adjunct faculty, support the college goals, provide long-term cost savings, and improve our efficiency and effectiveness.

Program Updates Checklist

(x) Department Contact Information is up to date: Department Chairs, full-time faculty, classified
(x) Organization Chart: Verify that it is up to date: (q:\college information\org charts) Report
necessary changes to the Director of Personnel

Program Manager and VP Review
**Complete this section after reviewing all program review information provided. Mgr and VP are
to separately indicate the level of concern for the program that exists regarding the following
Program Vitality Review (PVR) criteria. Add comments for any item marked with a 1 or 2.**
(Scale: 0 – No concern at all, 1 – Some concern, 2 – Serious Concern)

Mgr/VP
(1) ( ) a. Significant declines in the quantity and/or quality of services from over multiple years

The staffing changes and lack of consistency in the department and HR procedures have caused a
decline in the level of services provided. Goals to improve this are included in the program review.

(0) ( ) b. Precipitous decline in participation in the program

(1) ( ) c. Significant change in facility and/or availability and cost of required or necessary
equipment

There is outdated technology and equipment currently being used for collecting student surveys. It
is necessary to update this technology to have a more efficient process.

(0) ( ) d. Scarcity of qualified faculty, staff, or management

(0) ( ) e. Incongruence of program mission with current college mission and goals, or state
mandates, etc.

(2) ( ) f. Budgetary issues that warrant significant change in services provided

HR currently doesn't have any budget for providing accommodation services to employees. If the
state funding isn't granted for 2016-17, we will need another funding source to cover these
expenses. There was no funding for Staff Development in 2015-16. Funding is needed in order to
provide professional development to employees.

(1) ( ) g. Negative impact on other programs caused by the organization or management of this
                program

There has been a lack of communication between HR and the campus community which has led to
confusion and information falling through the cracks. Goals to improve communication and
increase training for employees is included in the program review.

( ) ( ) h. Other _____

Signatures, Individual Comments

Department Head: Danielle Heinbuch   Date: 4/28/16

Comments:

Vice President: Date:

Comments:

( ) No further review necessary

( ) We recommend this program for Program Vitality Review
Justification:

I have read the preceding report and accept the conclusions as an accurate portrayal of the current status of the program.

(mark (X) as a signature and type names)
(x) Danielle Heinbuch
( )
( )
( )