Executive Summary

The Human Resources Department is consistently bringing forward best practice changes to personnel policies and procedures, Human Resources Information System (HRIS) systems usage, and labor contracts. The Human Resources Department is a core service utilized by each college staff and is committed to ensuring that the district maintains adherence to all collective bargaining agreements and legal requirements related to personnel and Equal Employment Opportunity (EEO), and to creating an environment where our employees can continue to grow professionally and personally.

The Human Resources Department offers on site support and services for all personnel needs such as recruitment, employee onboarding, new employee orientations, payroll, and health benefits matters.

Human Resources (HR) needs to ensure communication remains open to all staff, departments and the public. Improvements are needed within the applicant tracking system and a process needs to be developed to guarantee timely notifications are sent to candidates.

The vision of HR is to have increased efficiencies and effectiveness of services provided with the improvement and incorporation of technology in automating existing processes. Additionally, to have in place updated procedures along with new processes which provide a higher, more accurate and quicker level of service.

Part 1 Relevance

1.   **Department Mission**

The Human Resources Department at Cerro Coso Community College contributes to the college mission by ensuring we have the highest quality and most capable staff to instruct and serve a diverse student body. Application of consistent HR functions district-wide ensures the highest standard of working conditions for faculty and staff, which promotes a quality learning environment.

2.   **Department History and Description**

All district-wide HR functions are administered from the district office with direct HR management support services administered at each college location.

The purpose of the Cerro Coso Community College Human Resources Department is to provide excellent service with personnel and payroll matters to all staff and the public. We are dedicated to providing professional services to the college's management, faculty, classified, student employees and the public, while maintaining compliance with California Education Code, associated government regulations, Board Policy and collective bargaining agreements in the following areas:

- Human Resources Information Systems (HRIS)
- Recruitment and selection of faculty, classified staff, and administrators
- Equal Employment Opportunity (EEO) and Staff Diversity (SD) Plan compliance
- Labor contract compliance and guidance
- Employment separations
- Health and Welfare Benefits support
- Payroll disbursement
- Paid and unpaid leaves of absences
- New hire intake and orientation
- Maintenance of employment records
- Employee evaluation tracking

Part 2- Appropriateness

1.   **Organizational Chart**

See attached.

2.   Determination of Student or Service Recipient Needs

The Human Resources Department is committed to ensuring that the district maintains adherence to all collective bargaining agreements and legal requirements. New or modified processes are updated and developed out of legal mandates.   The district-wide HR team attends professional development workshops to stay well-informed of changing legislation.   In addition, the HR team meets regularly to ensure compliance and evaluate process changes and effectiveness with staff and public.

3.   Department Function

The college Human Resources Department employs one human resources manager to oversee the HR office and one human resources assistant to perform clerical duties relating to all aspects of HR.

Recruitment
All new and replacement management and classified position requests are submitted to the college Human Resources Department. The requests are then forwarded to district HR for approval by the vice chancellor of human resources. All new positions must also be approved by the chancellor.   Faculty recruitments begin in the fall.   Faculty position proposals from annual unit plans are presented by faculty chairs to the Academic Senate, which prioritizes and forwards them to the college president. After consulting with both vice presidents, the president makes the final college recommendation to the chancellor.

Classified positions are posted internally for five days to allow for transfer requests and anyone on the 39-month re-hire list to apply as outlined in the bargaining unit contract. If there are no internal applicants, the position is then posted to the public for a minimum of two weeks. Management and faculty positions are also posted to the public for a minimum of two weeks.

Screening committees are formed for each open recruitment. The first meeting will include a briefing from HR. Topics include the roles and responsibilities of the screening committee, confidentiality, diversity and EEO for all qualified candidates.

The screening committees develop questions and have the option of developing a writing exercise or teaching demonstration as part of the interview process. HR then approves or makes recommendations to the questions and/or exercise. Once complete, the applicant packets are released to the screening committee. All applications are viewed online and the rating system for the review process is determined by the committee. Once applicants have been selected to interview, HR will call and schedule the interviews. Finalists are moved forward for a 2nd level interview either with

the college president or designee. Reference calls are conducted once the finalist is determined and a position offer is made.

Applicant adjunct pools are developed at the request of the department chair and educational administrator. Position announcements are created by HR with input from the department chair. In all cases, job descriptions will include the minimum qualifications for teaching at the community college level, as established by the state-wide Academic Senate and adopted by the Board of Governors of the California Community Colleges.

Upon request by the department chair, the applicant pools are screened for minimum qualifications and the application packets are released to a committee for review. It is the committee's responsibility to interview and recommend a finalist to the educational administrator.

On-Boarding and New Hire Orientation
Once a job offer has been accepted, the onboarding process, including pre-employment paperwork and benefit enrollment is completed at the college Human Resources Department. New hire paperwork is completed locally including fingerprint scanning. If the position requires a pre-employment physical, the appointment and paperwork is also coordinated locally.

New hire orientations are completed for all new management and classified employees at the college within the first 30 days of employment. A group orientation is provided to new faculty at the beginning of the fall semester, during flex day activities. The orientation includes the following information:
- Email and phone set-up
- Payroll information
- Probationary period
- Worker's compensation
- Work schedules including operational calendars, breaks and lunches
- Leaves and absence posting
- Holidays
- Professional development opportunities
- Non-discrimination and complaint policies
- Medical benefits
- Retirement systems
- Labor & Employee Associations
- Training requirements

A district-wide new hire orientation is completed quarterly for all new management and classified employees. This orientation gives employees the opportunity to learn more about district operations and also provides a summary of the information provided within the college new hire orientation.

Payroll
All payroll authorizations and action requests are initiated at the college and sent to district payroll for processing. Paper time sheets are processed for temporary hourly and professional expert employees. Student hours are processed electronically through web time entry. All absence posting is done at the college Human Resources Department along with all leave tracking and family medical leave act notifications.

Employee Maintenance, Evaluations & Files
The college Human Resources Department initiates and processes all paperwork relating to employment such new hire actions, employee classification changes, retirements and resignations.   All evaluation notices and reminders are also sent and tracked. Unofficial files are kept in the college Human Resources Department, and all original paperwork is forwarded to district HR where the official personnel files are retained.

4.   Department Relationships and Impact

Communication is vital between the college and its departments and the district human resources office. HR has been focused on improving communications. The following is a list of some steps taken to achieve this goal:
- HR website information such as forms, contracts, salary schedules, benefits and all other pertinent information has been updated.
- An online HR procedures website to ensure consistency district-wide has been developed.
- New hire orientations have been completed for all new employees within the first 3 months of employment.
- A professional development manual has been developed and presented to the college administrative team. The manual contains a listing of 22 workshops for supervisors to attend throughout the year.

5.   Service Recipients

The college Human Resources Department serves the public and approximately 160 permenant classified, faculty and management employees, in addition to approximately 150 adjunct faculty and temporary employees. The Human Resources Department handles all employee personnel, payroll and health benefit matters.

6.   Usage and Satisfaction Data

In May 2013, an HR survey was conducted to evaluate the college Human Resources Department **(doc. 1)**. In addition, the survey included questions about serving on interview committees and the effectiveness of the hiring process. This portion of the survey was directed to employees who had recently served on a screening committee. Results of the survey were based on a 36% response rate. The survey revealed information related to the level of satisfaction of the types of services provided by the college Human Resources Department. Most respondents contacted HR for services relating to benefits (50%) and new hire processes (40%).   Other reasons selected for contacting HR were salary (25%), board and HR policy (22%) and new hire orientations (21%).

Satisfaction of the level of services provided by HR was above 50%. The highest percentage of respondents agreed or strongly agreed with "CC's HR office is easily accessible" (77%) and "CC's HR office treats questions or concerns with respect (74%).   Only 63% of respondents agreed they were provided with sufficient and accurate information from HR and 62% felt responses to questions or concerns were timely.   The lowest percentage of respondents (59%) agreed with "In general, I am satisfied with the CC HR office".

At the time this survey was distributed, there was no support staff in the college Human Resources Department. This had a significant impact to the services provided to staff. A new human resources assistant was hired at the end of the 2013 academic year providing additional support to all staff. In addition, a district-wide procedures website has been developed. Updates on the website are ongoing. This will ensure consistent and accurate information of all HR processes between departments with the college and district-wide.

The second area assessed was the effectiveness of the hiring process. Overall, 80% of the screening committee participants agreed the process was an effective use of their time. 89% agreed they received sufficient training on what to ask, and 80% received sufficient training in EEO compliance. Only 53% of the respondents agreed that the current hiring process resulted in the best possible hires. A high number of respondents commented the timeliness of the hiring process needed to be improved.

In April 2014, the Equal Employment Opportunity (EEO) and Staff Diversity (SD) Plan was approved by the Board of Trustees. This plan lists strategies to promote a diverse workforce and provides specific plans and procedures for ensuring EEO.   Also outlined is the reestablishment of the district-wide Equal Employment Opportunity Advisory Committee (EEOAC). This committee plays a proactive role in working to enhance and promote diversity and cultural competence in the district. Staff development programs will ensure screening committees are in compliance with Title 5 regulations.

Additionally, the approval structure timeline has been reduced by the chancellor through designating the approval of replacement, interim and temporary requisition requests to the vice chancellor of human resources.

7.   Department Costs

HR is centralized at the district office; therefore all related budget costs fall under district expenses and designated annual percentage is charged back to each college. This process is part of the district-wide budget allocation model.

The current salary and benefit expenses for the human resources manager and human resources assistant at the college is approximately $140,150.00. Other costs include mandated travel (in-district and professional organization conferences) which is $2,500.00 and non-instructional supplies is $1,500.00 annually.

Part 3 Currency

1.   Staffing

Currently, the college Human Resources Department consists of two employees:
- Human Resources Manager - Reports to the vice chancellor of human resources with a dotted line to the college president, and serves as the primary point of contact to the college on matters related to the HR program. The human resources manager oversees the college's day-to-day human resources department to include oversight of clerical staff, and provides seasoned human resources support to the college president, administrators, and employees in conformance with applicable laws and district policies, procedures, and practices. The human resources manager has the authority to make, implement, and enforce decisions consistent with district policy.

- Human Resources Assistant – Reports to the human resources manager and performs responsible personnel and clerical duties in the areas of recruitment, examination, placement, payroll, and maintenance of personnel records and files, and the preparation of related reports. This position provides information and assistance to college personnel, staff and the public regarding personnel matters.

The May 2013 HR survey highlighted the need for additional staffing in the college Human Resources Department by respondents giving the department a satisfaction rate of only 59%. In order to adequately serve all employees and the public a full time (1.0 FTE) department assistant or human

resources assistant is necessary to assist with clerical duties and improve the accuracy and response rate to staff. Core responsibilities of this position would include processing personnel information, prepare monthly payroll, organize and maintain filing systems, processing fingerprints, data entry in the District Human Resources Information System (HRIS) and general clerical support to the department.

In addition, a desk audit of the existing human resources assistant position is necessary to determine the appropriate classification and needs within the department. Currently, this position is responsible for all clerical duties, however as the only support position, specialized assistance with reporting and projects has been necessary.

Professional development opportunities available to HR staff.

- Participation in online training from Liebert, Cassidy & Whitmore (LCW).
- Participation in The Association of Chief Human Resources Officer (ACHRO)conference and training programs.
- Participation in Central Valley Human Resources Consorium Training.
- Continued training with the Human Resources Information System (HRIS).

2.   Professional Development

Professional development opportunities are available to all faculty and staff district-wide. Over the past year, the following workshops have been coordinated through HR:

- Mandatory sexual harassment prevention training for supervisors provided by general counsel.
- Online trainings/webinars for management district-wide from Liebert, Cassidy & Whitmore (LCW).
- Professional development manual presented to the college administrative team listing 22 workshops for staff, several to be conducted throughout the year.
- Diversity training presented to all managers at an administrative advance training and the Kern Community College District Leadership Academy.
- Introduction and training for web time entry.
- Introduction to the new online HR procedures website.

3.   Physical Resources

The budget for HR needs comes out of the district budget with a charge back to each college. If the requested position is approved, the college Human Resources Department will require a new work station to include a desk, return, counter and chair. The cost of an additional work station will be approximately $2,500.00. Additionally, the existing work station needs a counter to better serve staff and the public. There is no place to conduct business and this will provide adequate work space and additional privacy at the assistant's work space. Adding a counter to the existing work area will be $500.00.

4.   Technology

A new work station will also require a computer, two monitors, and keyboard which will cost approximately $1,400.00. In addition a new phone will need to be installed which will cost $250.00.

5.   Marketing

Recruitment is the focus for marketing within HR. The district Human Resources Department advertises in-house and to the public. All open positions are listed on the college and district website. Positions are advertised in several areas with focused advertising to attract a diverse workforce. In addition to advertising in local publications and Bakersfield, all positions are advertised in the following places:
- Monster
- CCC Registry
- Craigslist
- HigherEdJobs.com
- ChonicleVitae.com
- Edjoin.org
- AsiansInHigherEd.com
- BlacksInHigherEd.com
- HispanicsInHigherEd.com
- Specialized discipline periodicals by request

Part 4- Achievement of Administrative Unit and Student Learning Outcomes

1.   Achievement of Administrative Unit Outcomes –

Department	AUO	Assessment Plan and Tool(s)	Result	Gap? If so, what is plan for improvement and reassessment?
Human Resources	80% of staff will report receiving timely, accurate information from human resources.	Distribution of a human resources climate survey in fall 2015.	TBD	
Human Resources	80% of staff will report the recruitment process attracts the most qualified staff and faculty to serve our students.	Distribution of surveys to hiring committees during the 2015-2016 academic year. Retention numbers of employees. Audit of evaluations of new employees. employees.	TBD	

Human Resources	80% of staff will report human resources supports the district's goals of equal opportunity, diversity and cultural competency to foster a diverse workforce.	Distribution of cultural climate survey during the 2015-2016 academic year.	TBD	

2.   **Gaps Identified** – TBD

3.   **Revise and Update Administrative Unit Outcomes** – n/a

4.   **Achievement of Administrative Unit Outcomes –** The Human Resources Department is not involved with instruction to students, and SLOs are not applicable.

5.   **Gaps Identified –** n/a

6.   **Revise and Update Administrative Unit Outcomes** – n/a

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Part 5- Future Needs and Planning

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1.   **Effectiveness and Efficiency**

New legislation related to personnel matters often requires HR to implement new or modified processes and procedures. The district-wide HR team meets continuously to analyze and implement measures for compliance. Several projects have been completed to ensure compliance and service needs are addressed.

The district approved its first comprehensive Equal Employment Opportunity (EEO) and Staff Diversity (SD) Plan in June 2014 **(doc. 2)**. HR developed this document out of the new legal requirements in Title 5 and using the model EEO template from the system chancellor's office. The plan extensively details accountability measures for fulfilling the district's focus on diversifying its workforce to reflect the students and service area it presently serves.

The district-wide Equal Employment Opportunity Advisory Committee (EEOAC) will be reestablished. The committee will be comprised of employees from all three colleges and the district office and shall include a diverse membership whenever possible. The committee will play a proactive role to enhance diversity and cultural competence in the district, along with reviewing staff development programs that ensure screening committees are in compliance with the revised Title 5 Regulations.

The Human Resources Department has developed processes to ensure compliance with the Affordable Care Act (ACA) by offering a voluntary "Bronze" medical benefit plan that will be implemented on October 1, 2015 **(doc. 3)**. An educational "Bronze" medical benefit information campaign is being developed in collaboration with SISC to commence in the spring of 2015.

The development and implementation of training programs regarding the new Title IX – Sexual Violence requirements; as a result of the implementation of Office of Civil Rights (OCR's) 2011 *Dear Colleague Letter* and recent high profile cases that have resulted in re-affirming obligations for responding to sexual violence in the educational environment.   HR has introduced policy changes to include investigations and address unlawful sexual assault and Title IX gender equity violations that are being vetted through the district's consultation process. The district is developing a risk assessment and compliance management position for recruitment within the next academic year.

The Human Resources Department has developed an online procedures website to be accessed by all employees **(doc. 4)**. The new online procedures manual addresses all major employment procedures in order to stay consistent district-wide and maintain compliance with board policies, collective bargaining agreements, and legal mandates.

Survey instruments are developed and distributed to measure administrative unit outcomes in an effort to assess the effectiveness of the college Human Resources Department and services district-wide.

Current Strengths

The Human Resources Department has engaged in improving criteria for replacing and establishing new positions district-wide. The department investigates, consults, follows up, and holds accountable anyone not performing their job satisfactorily. HR implements legally defensible separation agreements that provide opportunities for the district to attract and retain well-qualified employees who want to be a part of Kern Community College District. The department tackles the most difficult personnel and disciplinary issues and does not tolerate unethical behavior from any employee at any level in the organization.

2.   Improvements Needed

There are several concerns with the current Human Resources Information Systems (HRIS) module. While major projects have been implemented, there have been some system functionality problems in the module not caused by HR staff error. The implementation of web time entry has eliminated manual tracking and has been cost effective with the elimination paper time sheets and printing; however there are elements of the system that are not user friendly or meet our specific needs. For example, the system allows for a person to be a 'reviewer' or 'approver'; however if a person is put in as a 'reviewer' it does not go through the proper approval sequence. While the terminology is specific to our needs,

we cannot utilize each as needed and have therefore had to conform to the system. The next obstacle is with the implementation of Faculty Load and Compensation (FLAC). FLAC allows for the system to upload and automatically build adjunct positions and faculty overload positions. This eliminates the need of district HR staff to manually build (hundreds) 100's of jobs at the beginning of each semester. Errors within the system have proved challenging and the reports required from the campus have not changed or eliminated work involved.

The second problem we face is that all employment applicant tracking and employee onboarding are performed outside of our HRIS module of record i.e. People Admin. The system is slow and hard to navigate. Applicants find the system problematic and have issues when submitting documents for their application packet. The system allows for automatic notification to applicants, however this has not been utilized. Currently, the human resources assistant must send out all notices manually to each candidate and therefore notifications are not always timely.

3.   Response to Previous Action Plans – none

4.   Three-Year Department Goals

The three-year and six-year goals listed below connect to the college strategic goal #5: Organization Effectiveness. Improving internal processes and providing consistency throughout the district, ensure improvement to institutional effectiveness. This also supports the district human resource's mission by continuing to improve the quality of effective HR practices.

- Complete implementation of the web time entry project. Part-time classified, temporary hourly and professional expert employees will be transitioning to electronic time sheets. The final step will be electronic leave reporting for all permanent employees. The college human resources manager and district HR will be responsible for final implementation and training. The goal is to have all hourly employees reporting time via web time enty by fall 2015 and absence reporting via web time entry by spring 2016.

- Implement improvements to the electronic employment applicant tracking system for both employees and applicants to navigate within the system.   District HR will be responsible for implementing changes to the system with input from the HR managers and applicant feedback. Improvements to begin in Spring 2015 and will be ongoing.

- Improve customer service with departments and the public to increase the satisfaction rates of the college Human Resources Department. The college human resources manager,

and the human resources assistant are responsible for ensuring high quality customer service.

5.   Six-Year Department Goals

- Move to electronic workflow processes such as position workflows, benefit management, family care and medical leave tracking and evaluation tracking. This goal will be coordinated by district HR with the college Human Resources Department.   Consultation and review of project details begins spring 2015.

Part 6-Supporting Documentation

Doc. 1 - Survey Instrument
Doc. 2 - KCCD Equal Employment Opportunity and Staff Diversity Plan
Doc. 3 - Bronze PPO Medical Plan
Doc. 4 - Screen Print – HR Procedure Website – http://procedures.kccd.edu/
Doc. 5 – *Human resources unit plan*