



Program Review Report

Human Resources

Facilities & Equipment Assessment

What resources does the office/program currently have? Attach any documents in the next field.

Human Resources currently has its own conference room for scheduling meetings and in-person trainings.

What resources does the office/program need to better support the goals and outcomes? How will it help achieve office/program goals and outcomes? Attach any documents in the next field.

Nothing additional needed in terms of facilities or equipment.

Of the current resources of the office/program, what resources are not being utilized to its fullest extent or as they are intended to be used? How could these resources be repurposed to support the goals and outcomes of the office/program? Attach any documents in the next field.

Due to COVID, Human Resources has not been able to utilize or access the office space or the conference room. Once the campus resumes in-person operations again, these resources will be utilized to their fullest extent.

Technology & Software Assessment

What resources does the office/program currently have? Attach any documents in the next field.

In terms of goal #1 (re-engineering recruitment), the Human Resources conference room is equipped with a projector and screen for presentations. Human Resources also holds licenses to various software programs such as Zoom, Formstack, and iGreentree which can be utilized to re-engineer the more automated parts of the recruitment process.

In terms of goal #2 (employee engagement strategy), Human Resources currently has a multi-year license with McLean & Company which manages and collects various HR-related survey data sets.

What resources does the office/program need to better support the goals and outcomes? How will it help achieve office/program goals and outcomes? Attach any documents in the next field.

For goal #1 (re-engineering recruitment), Human Resources needs to explore a specific security access level in Formstack for HR-related transactions and data collection that is separate from the rest of the College and is accessible to HR personnel only. To utilize Formstack to improve recruitment workflow processes, access needs to be more restricted to ensure that all recruitment information is carefully managed and kept confidential. Human Resources also needs a large digital repository and indexing system to store recruitment history, files, documents that is accessible to HR personnel only.

For goal #2 (employee engagement strategy), Human Resources needs to continue the multi-year license agreement with McLean & Company to obtain discounted rates and continuity of data collection.

Of the current resources of the office/program, what resources are not being utilized to its fullest extent or as they are intended to be used? How could these resources be repurposed to support the goals and outcomes of the office/program? Attach any documents in the next field.

For goal #1 (re-engineering recruitment), the iGreentree system may have additional technological capabilities that could be explored and leveraged to support program review goals.

For goal #2 (employee engagement strategy), the McLean & Company license gives HR access to a wide variety of training materials but a lack of staffing bandwidth prevents the HR Service Partners and HR Techs from dedicating any meaningful time to fully utilize materials.

Staffing Assessment

What resources does the office/program currently have? Attach any documents in the next field.

Human Resources employs three HR Service Partners who serve as guides to hiring managers and search committees recruiting for specific divisions. Two HR Techs help managers who are hiring hourly/casual workers.

What resources does the office/program need to better support the goals and outcomes? How will it help achieve office/program goals and outcomes? Attach any documents in the next field.

Human Resources will need to re-evaluate the salary range of its HR Service Partners and HR Techs given the consultative guidance and subject-matter-expertise that will be expected of these jobs when the recruitment process is fully re-engineered.

Of the current resources of the office/program, what resources are not being utilized to its fullest extent or as they are intended to be used? How could these resources be repurposed to support the goals and outcomes of the office/program? Attach any documents in the next field.

Human Resources staff are being fully utilized to maximum capacity based on current office procedures and processes. Once recruitment and training processes become more automated and standardized, there may be an opportunity to create a value-stream map of the work being done by the HR staff. This would involve a) reviewing one or more existing processes and mapping each process, b) determine which steps no longer add value to the process, and c) keep only those steps that are valuable to the process.

Goal Description: Review and re-engineer recruitment processes to ensure consistency of information and hiring procedures.

Hiring managers who lead a recruitment will feel more confident and prepared when leading a search committee and hiring committee members will experience more consistency during recruitment meetings and discussions.

* **Goal Status:** Not Started

* **Goal Cycle(s):** July 2023 - June 2027

Actions

Action - Develop training videos through Keenan's training portal and automated recruitment workflow processes via Formstack for hiring chairs and search committee members to receive during various phases of the recruitment process. Training videos and tasks associated with a recruitment workflow will be deployed at predetermined phases of a recruitment to ensure that hiring chairs and search committee members are reminded at the appropriate times of specific tasks and/or talking points to discuss with the search committee. (Active)

* **Performance indicator/accomplishment:** A percentage increase of hiring managers who feel more confident and prepared when leading a search committee.

* **Target:** A starting point of 60% of surveyed hiring managers will feel more confident and prepared leading a search committee.

Action - Assemble a task force made up of representatives from bargaining units and management to review recruitment processes detailed in the collective bargaining agreements. The task force shall determine which processes may be serving as systemic barriers for applicants of color and recommend changes to contract language to be bargained. (Active)

* **Performance indicator/accomplishment:** An indicator of accomplishment would be the inclusion of changed contract language that results in more people of color being hired who are representative of the College's student demographics.

* **Target:** A target goal is for negotiations in FY2021-2022 to include contractual changes in the full-time recruitment sections of the collective bargaining agreements that dismantle systemic barriers for applicants of color and commit to hiring employees who have lived experiences that represent and connect to El Camino's student demographics and population at large.

Goal Description: Develop an organizational engagement strategy for employees of the College.

Develop an engagement program strategy to drive organizational success. Engaged employees feel energized and are highly involved with their work and the mission of the College. Engaged employees help others for the betterment of the College and have a sense of purpose and pride in their work. Higher levels of employee engagement will result in management realizing and completing goals for their program, unit, division, or department with greater ease and commitment from their direct reports.

* **Goal Status:** Not Started

* **Goal Cycle(s):** July 2023 - June 2027

Actions

Action - Scope and prepare for an engagement survey launch targeted for Spring 2022. Faculty and staff from the Presidential Advisory Sub-Committee on The Employee Experience shall introduce the survey purpose and goals at the Spring 2022 Flex Day Assembly. Analyze survey results with the Presidential Advisory Sub-Committee on The Employee Experience. Conduct insight mining via facilitated focus groups to develop priorities. Help campus leaders (supervisors, managers, and administrators) build and implement action plans to increase their direct reports' engagement levels. Conduct regular check-ins with campus leaders to discuss engagement progress and challenges. Resources needed to meet

4-Year Goals

this goal include the continuation of a multi-year license agreement with McLean & Company who administers the engagement survey and other HR-related data collection tools. An add-on contract with McLean & Company will be needed for their facilitator services to organize and schedule focus group meetings and to synthesize data collected. The facilitator will also help campus leaders draft their unit/division/area action plans to increase engagement levels. (Active)

*** Performance indicator/accomplishment:** A qualitative increase of employees who feel they are being heard and that the impact of efforts to change overall engagement is helping employees feel like they matter and are important to the success of the College and our students.

*** Target:** A target of 95% of the employee population indicating that they feel engaged, heard, and valued by the College would indicate a successful achievement of this goal.

Action - Outline roles and accountabilities for employee engagement at the leadership level of a supervisor, manager, dean, director, and administrator. Clarify what is expected of leaders and allow individual leaders to develop and implement real, measurable actions to improve the engagement levels of their direct reports. (Active)

*** Performance indicator/accomplishment:** Leaders of the college who are able to develop and implement real, measurable action plans to improve the engagement levels of their direct reports is an indicator of accomplishment of this goal.

*** Target:** The target is to have at least 75% of the supervisors, managers, deans, directors, and administrators participate in developing an engagement plan for their area of oversight.

Outcome Description: Outcomes for Re-engineering Recruitment Processes

Hiring managers who lead a recruitment will feel more confident and prepared when leading a search committee and hiring committee members will experience more consistency during recruitment meetings and discussions.

*** Outcome Status:** Not Started

*** Outcome Cycle(s):** July 2023 - June 2027

Actions needed to achieve outcome: Develop training videos and automated workflow processes for hiring chairs and search committee members.

Performance indicator/accomplishment: A percentage increase of hiring managers who feel more confident and prepared when leading a search committee.

Target: A starting point of 60% of surveyed hiring managers will feel more confident and prepared leading a search committee.

Outcome Description: Outcomes for Developing an Engagement Strategy

Planfully communicate the purpose and goals of an engagement strategy to gain traction and buy-in from the campus community and determine ownership of sustained engagement at the division and department level. "Engagement" is the degree to which employees feel valued and involved in their everyday work. Engaged employees are individuals who feel energized, passionate, dedicated, and invested in their work and in El Camino College's mission as an organization. Engaged employees freely help others for the betterment of the organization; consistently exceed performance requirements; have a sense of purpose and pride in their work; and stay at the organization for what they can give to the College. The more engaged employees feel, the more positively their work efforts will impact organizational outcomes and success. A strategy that focuses on increasing employee engagement starts with assessing the current level of employee engagement, assigns organizational leaders ownership of current engagement levels in their areas of oversight, and challenges organizational leaders to implement initiatives based on engagement results to further energize and connect employees to their operational unit, department, division, area, and the College as a whole.

*** Outcome Status:** Not Started

*** Outcome Cycle(s):** July 2023 - June 2027

Actions needed to achieve outcome: Scope and prepare for an engagement survey launch, analyze survey results, conduct insight mining on priorities, build and implement action plans, and conduct regular check-ins.

Performance indicator/accomplishment: A qualitative increase of employees who feel they are being heard and that the impact of efforts to change overall engagement is helping employees feel like they matter and are important to the success of the College and our students.

Target: A target of 95% of surveyed employees at the College feeling engaged, heard, and valued would be an indicator of successfully accomplishing this goal.

Data Used to Assess AO

McLean & Company Engagement Survey(Active)

Performance Indicator/Accomplishment: A qualitative increase of employees who feel they are being heard and that the impact of efforts to change overall engagement is helping employees feel like they matter and are important to the success of the College and our students.

Target: A target of 95% of surveyed employees at the College feeling engaged, heard, and valued would be an indicator of successfully accomplishing this goal.