

## HUMAN RESOURCES PROGRAM REVIEW January, 2009

### Overview of Program:

Human Resources has operated under the following mission statement since 1997:

“The mission of the Human Resources Office is to provide professional services to and be receptive to open communication with the diverse students, staff, and community of El Camino College.”

To accomplish this mission, Human Resources is responsible for all aspects of the employees from their recruitment, hiring, processing and evaluation. The operations of the Office are divided into distinct areas: certificated and classified recruitment, certificated and classified processing, student/temporary non-classified processing, benefits and staff development which operates independently. The additional responsibility of student/temporary non-classified workers began in 2005. At the same time an additional Human Resources Technician III position was added to the Office to oversee Colleague, monitor faculty salary placement and contract loads. In recent years, this individual has played a key role in MIS preparation.

Human Resources also supports managers throughout the district dealing with employee relations including discipline. We work closely with managers to design program improvement plans for identified needs improvement areas through the evaluation process.

One segment of the Office is responsible for preparing the job announcement in conjunction with the hiring department manager, identifying appropriate advertising venues, collating all applicant materials and evaluating minimum qualifications for all recruitments. Once the screening committees complete their work, HR staff ensures that all materials are returned and notifies applicants of the results.

Based on the past three years, the Office has been responsible for conducting over 250 certificated and classified recruitments:

	2005-06	2006-07	2007-08
<b>Certificated</b>			
Full-time faculty	16	15	17
Part-time faculty	46	45	49
Administrators	4	8	4
<b>Classified</b>			
Staff	9	31	23
Managers/Supervisors	1	9	4
<b>Total</b>	<b>76</b>	<b>108</b>	<b>97</b>

Board items are received from multiple sources and HR staff reviews the information for correctness and processes the items accordingly. The bulk of the Human Resources board agenda deals with the employment of employees and their assignments. Once board approved, all employees are processed through Human Resources and the appropriate assignments are prepared and paperwork sent to payroll. At this time, staff maintains two systems – Colleague and Los Angeles County Office of Education’s HRS system for payroll.

The Benefits Office is responsible for processing all benefits paperwork for employees and Board Members. This includes conducting an annual open enrollment where employees have the opportunity to change their benefits, coordinating Section 125 enrollment, COBRA opportunities for employees and their dependents and additional retirement savings programs. In addition, this area monitors the attendance incentive, classified professional growth and educational reimbursement programs.

### **Analysis of Institutional Research Data & Support Services Outcomes**

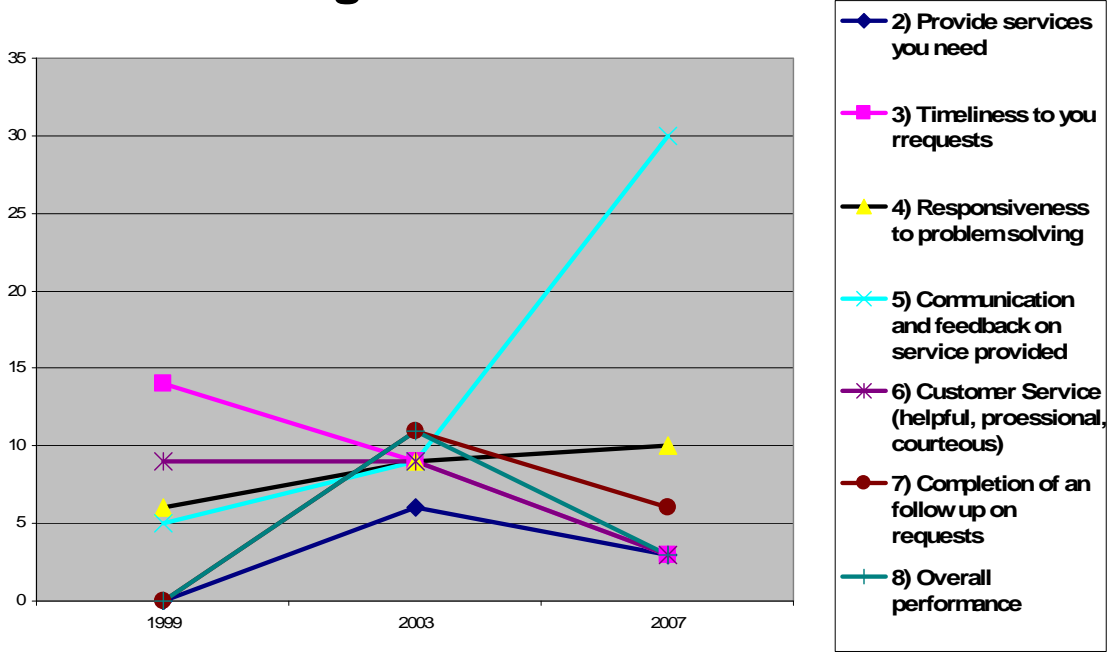
As part of the Administrative Services area, Human Resources has participated in three customer service surveys in 1999, 2003, and 2006. This survey measured seven areas: services provided, timeliness of response, responsiveness to problem solving, communication, customer service, completion and follow-up, and overall performance. The survey instrument utilized a Lickert 5 point scale with 5 meaning outstanding and 1 meaning poor.

In examining our overall performance over the past ten years, Human Resources has improved.

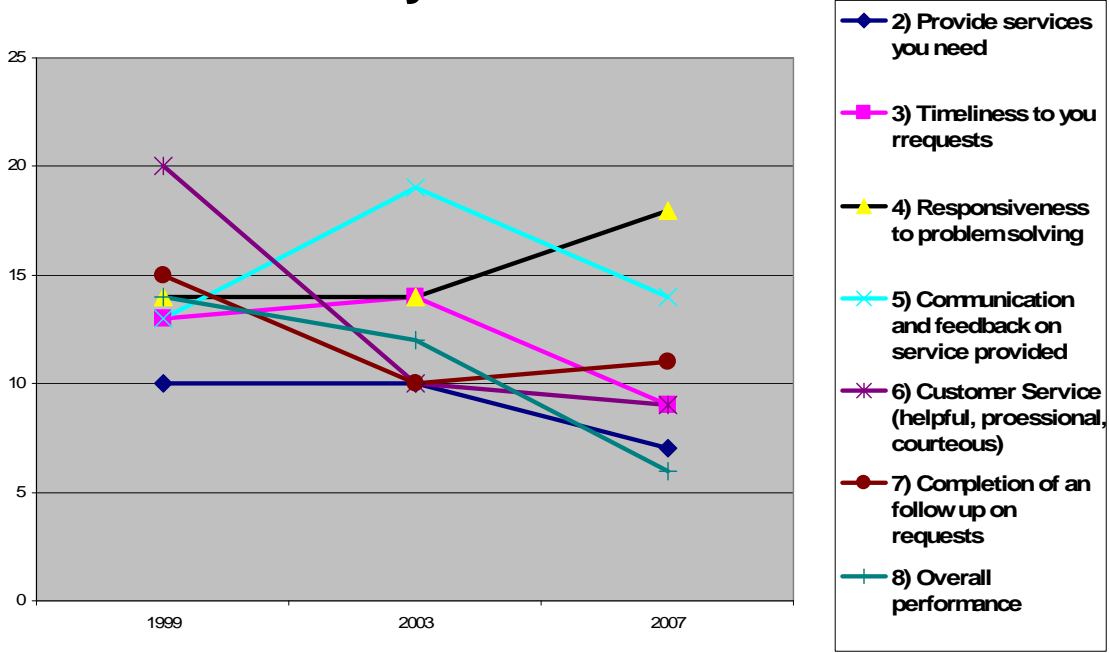
<b>Overall Performance</b>	<b>1999</b>	<b>2003</b>	<b>2007</b>
Outstanding	34	21	34
Very Good	44	72	42
Good	42	71	55
<b>Percent</b>	<b>85</b>	<b>87</b>	<b>96</b>
Marginal	19	30	2
Poor	2	4	3
<b>Percent</b>	<b>15</b>	<b>13</b>	<b>4</b>

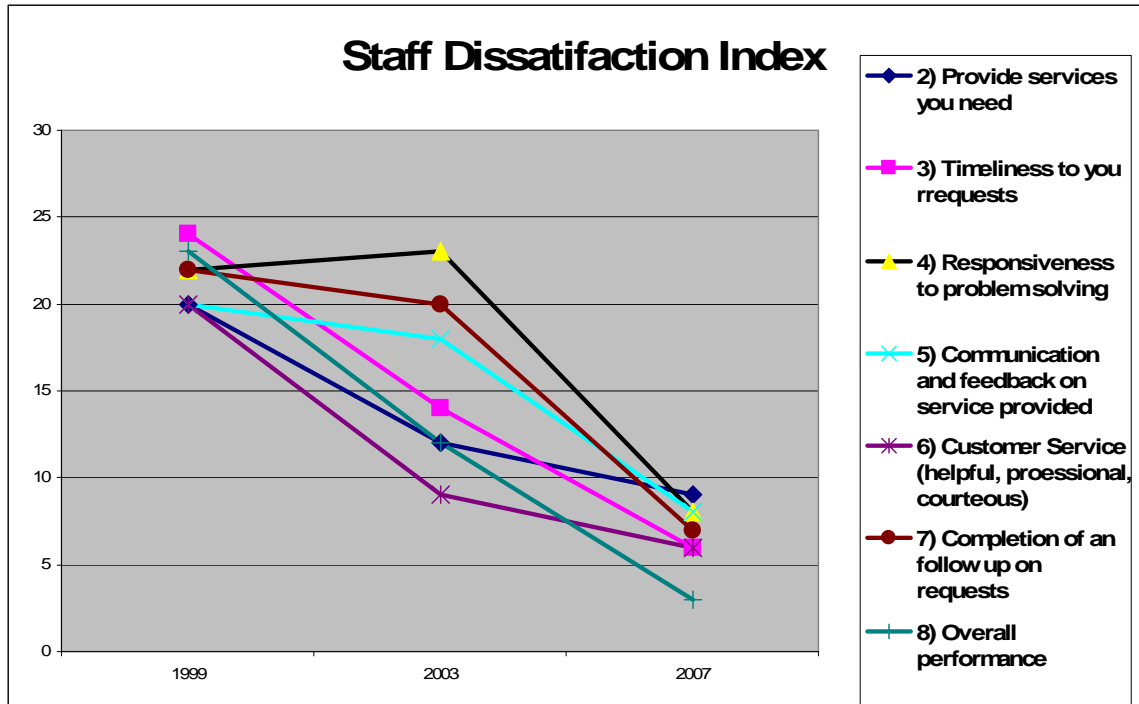
To assist in understanding where the problems may be a dissatisfaction index was created by examining the marginal and poor responses.

## Management Dissatisfaction Index



## Faculty Dissatisfaction Index





While for the most part Human Resources has improved in most areas, two areas of concern are responsiveness to problem solving and communication/feedback on service provided. All areas improved with classified staff, but there was a significant increase in dissatisfaction involving communication and feedback with management personnel. Trying to understand why there was such an increase, this was a time when there were significant demands of the administrative staff of Human Resources. The Associate Vice President of Human Resources was heavily involved in establishing the personnel issues involved in creating the Compton Education Center. The Assistant Director of Human Resources was transferred to Compton to serve as the Director of their Human Resources and Compton's Dean of Human Resources came to El Camino to receive some training under the Associate Vice President of Human Resources. Over the past 18 months, we have made a concerted effort notifying individuals of the results of our actions.

Similar issues exist for the faculty. While communication has improved but not as much for management or staff, their belief that we are responsive to their problems has increased. Faculty have a high expectation of what Human Resources should do when they have a problem. The Office helps as much as they can, but much of the time the follow through is the responsibility of the faculty member. We will work to improve communication and assist in problem solving their issues.

As part of the Administrative Services program review process prior to this year was to monitor key indicators. The problem with the indicators identified for Human Resources was that they relied on individuals outside Human Resources. The three key indicators were:

1. Percentage of management evaluations that were past due;

2. Percentage of classified staff evaluations that were past due; and
3. Time from when a position closed until it was filled.

Completing evaluations has been problematic. Throughout 2007-2008, 17% of staff and 26% of managerial evaluations were outstanding. There was a concerted effort to become current prior to the accreditation visit which was successful with less than 10% of the evaluations needed to be done. Human Resources staff is working to improve the notification and follow-up processes to ensure timely completion of all evaluations. Representatives from ECCFT and HR are working to improve the faculty evaluation tool and HR is planning to initiate a similar review of the classified evaluation system to make the evaluation process more meaningful to everyone.

Completing recruitments in a timely manner has been difficult as screening committees struggle to juggle schedules and in some cases large numbers of applicants. Last year on average it took 30 days from the time the position closed until a board item was received hiring the successful candidate. The entire recruitment process has been revised starting in January. Staff will be carefully monitoring each step of the process to evaluate what is working and what needs to be revised. Staff will be meeting with each hiring committee and monitoring their progress through the process.

### **Facilities and Equipment:**

Our facilities while functional are not optimum. The office is long and narrow consisting of five work areas that is not conducive to any major reorganization. One room connected to the main office houses the student and temporary non-classified workers operations. This is newest work area and staff workstations are modular set-ups that provide a decent work environment for the two technicians responsible for this area. The two administrators and the Employee Relations Specialist have individual offices while the rest of staff are located linearly throughout the office. Their desks were built by the district's cabinet maker over 20 years ago and do not provide an optimal work environment. Lack of storage and file space results in plastic milk crates being used under their desks for storage. The furniture in the employee relations specialist's office lacks functionality. The current configuration of the office makes it difficult for staff to cover both areas when staff is absent.

Computers were upgraded in 2007 which has allowed staff to improve their operations. Moving to the on-line application process will allow us to remove from service the two pre-1995 computers that have been running our applicant tracking system. Prior to this, the computers were last upgraded in 2000. With the advent of the on-line application process, we need to create a computer workstation for prospective applicants. Contact has been made with ITS and they will provide a computer and scanner once we have a computer station prepared. The on-line system requires staff to have scanning capability. Training will be occurring for staff on the scanning capabilities of our copier this week. We need to assess software needs as the need to create and modify pdf files increase.

File storage is a problem both in the office and in the basement of the Administration building. Working with Facilities, our storage room in the basement has been gutted and walls repaired. We will be lining the wall with file cabinets to store old personnel files. We hope to utilize the college's new document imaging system to move to a paperless office where possible. We will be working this year to design the archival system for this process. By going to the on-line applications, we have been able to reduce the file space needed for applicant files relieving some of the pressure to find space of current employee files. The power-file was installed when Human Resources moved from the Student Services Building to the Administration Building in the early 1990's and is probably reaching its lifespan.

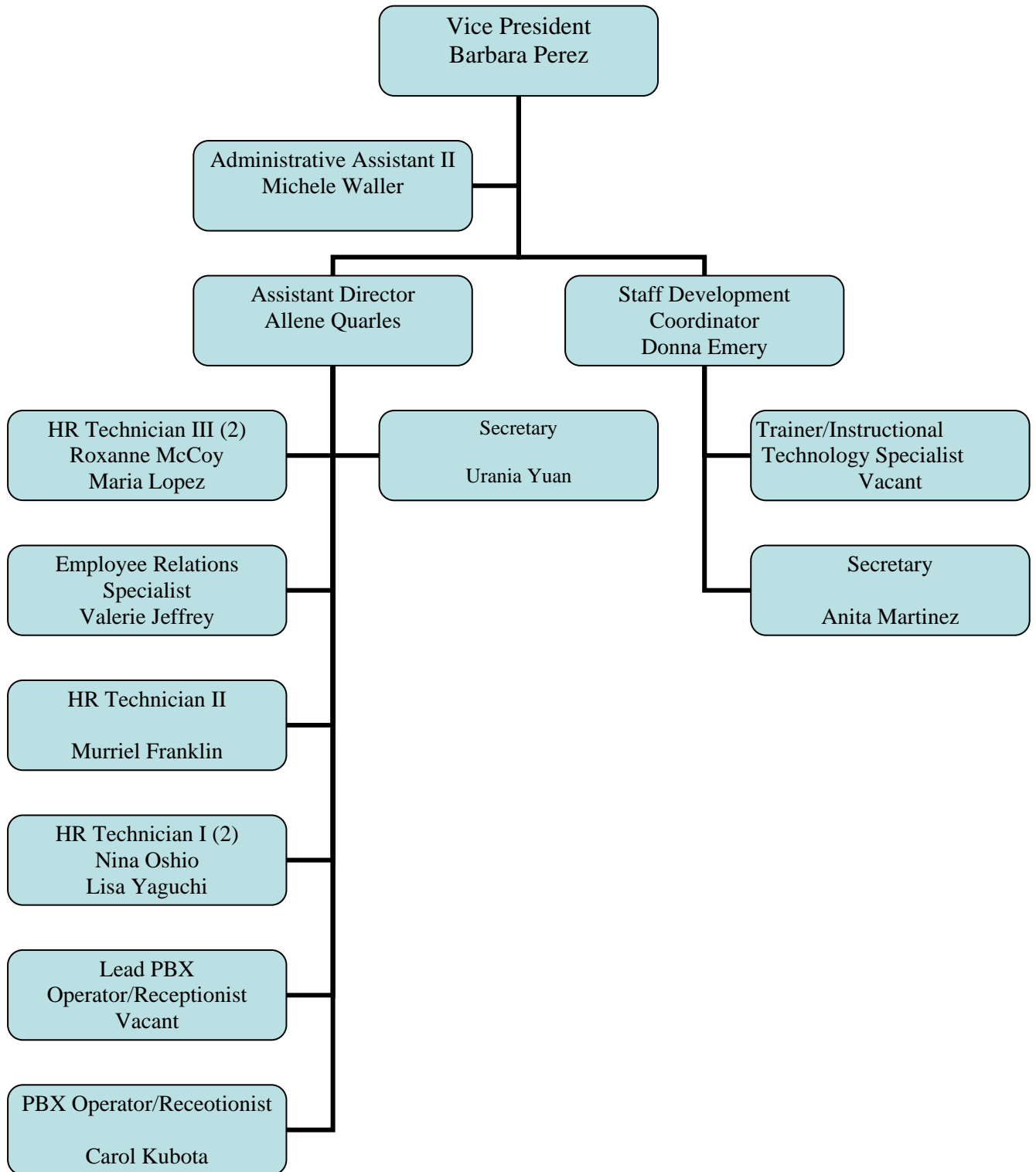
### **Staffing:**

There are currently two vacancies in the division – Lead PBX/Receptionist and the Trainer/Instructional Technology Specialist. We have trained six substitute PBX operators who have been hired on an as needed basis but when the only full-time employee is out sick, it has put pressure on our area to make sure that knowledgeable individuals are available as back-up. We have been fortunate that several of the temporary employees are retirees with knowledge of college operations. This knowledge allows them to respond to questions by the public and direct calls to the correct location. Reliance on temporary employees means that we need to provide sufficient training and documentation so that the temporary employees can respond to questions with confidence.

The loss of our trainer in the staff development area could not have come at a worse time. Increased demand for training at the Compton Center and needs of our own staff has put a heavy burden on the Staff Development Coordinator. Fortunately we have been able to find some temporary employees to help with the burden but in the long run, the position of trainer must be filled.

Within HR, two changes need to be examined. Upgrading the Assistant Director's position to a Director and adding a Human Resources Analyst. This position would be responsible for conducting job analyses and preparing written reports on findings; reviewing job specifications on a scheduled basis; maintaining and updating job specifications for currency and working with managers on cost-saving ways to reorganize their division for more efficient and effective operations. This position would also provide additional supervisory support. This would allow other staff members more time to actively participate in the recruitment/hiring process. Currently a HR Tech III and II are responsible for all recruitments and processing of employees. In order for them to be familiar with both certificated and classified, the HR Tech III is responsible for certificated recruitments and classified processing and the HR Tech II is responsible for classified recruitments and certificated processing. This leaves them very little time to play a proactive role with screening committees.

# Human Resources Organization Chart



## **Planning:**

The next few years are going to be a challenge for every area including Human Resources. For the next few years, the economy will have a major impact on our operations. The College can expect decreasing resources with increasing expenses. We are going to have to be creative in order to meet the needs of the District and the employees. Having to replace this many faculty within such a short time would have a profound effect on the instructional program.

Human Resources must have a faster response to the changing environment. It is imperative that Human Resources work cooperatively with other areas to address their needs. As much as possible, recruitments should be streamlined where possible so that vacant positions are filled as soon as possible. Communications with employees and other areas must be effective and timely.

Human Resources must move more to paperless processes. The implementation of the on-line application process has started this process, but more needs to be done. I would like Human Resources to do more operations on-line such as information update, benefits monitoring and evaluations.

The next several years are going to present some unique challenges in staffing. As budgets are cut, the ability to replace or add staff will be impaired. In the next few years, we will continue to retire staff. Sixty faculty members have 25 or more years of service with the district, thirty-five have 30 or more years. This will be similar for the administrative and classified staff. Working with the other VP's, we need to analyze the current staffing allocation and see how we might be able to move staff from one area to another. Examine how staff can be re-trained to work in areas of high need and design necessary training programs if possible. Also study the reorganization of Human Resources.

Human Resources policies and procedures must be updated. Earlier some policies were re-written removing procedures, but administrative procedures for these policies were not written. We have been working on past practice which has caused some problems as new employees do not have access to this history. Handbooks for all employees are outdated and need to be revised and placed on the portal so that they can be continually updated as information changes. And finally, job descriptions for classified, managers and supervisors must be updated.

In recent negotiations I noticed some areas that need to be changed, but to do so will require both sides to work together. We always want to improve how evaluations are done, but this is difficult to do at the table. I want to meet with both unions to identify the areas we would like to improve and begin working on the process now so that when the time for negotiations come, we have a well-thought out proposal that addresses the needs and concerns of both sides.



Benefits will also be a major factor in the coming years. Work with the Health Benefits Committee to examine ways that we will be able to maintain health benefits at the current level with decreasing revenue.

**Conclusion:**

Human Resources works to support the administrative and academic areas of the District to achieve their goals. We will continue to provide counsel and assistance in managing human resources policies, procedures, practices, systems and processes that affect employees so that all are able to contribute to their Division's or Department's effectiveness, productivity, and the achievement of District-wide goals.

***Prioritized Recommendations:***

1. Improve communications with other areas in order to be proactive in addressing human resources issues.
2. Update policies and procedures revolving around HR operations.
3. Work with the Health Benefits Committee to generate contingency plans to maintain health benefits with decreasing revenue.
4. Update employee handbooks and make them available on-line.
5. Review and update all administrative and supervisory job descriptions.
6. Work with other Vice Presidents to create a staffing plan that can address the needs of high demand through establishing training programs.