



COMPREHENSIVE INTEGRATED PLANNING

PEOPLE PLAN



The Comprehensive Integrated Plan provides a roadmap to inform everything that El Camino College will do to support student access and improve student success. It serves to guide planning, decision-making, and resource allocation at all levels of the College.



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EXECUTIVE SUMMARY

OVERVIEW

The 2024-2034 People Plan aims to help operationalize the Comprehensive Integrated Plan (CIP) themes of “Culture of Inclusion” and “Environment for Transformation” and the CIP goals under each theme. The 2024-2034 People Plan focuses on 5 strategic priorities or “pillars” that, if well supported over the next decade, will realize and fortify El Camino College’s competitive advantage over other educational institutions. Our competitive advantage is people – the people we recruit, retain, develop, engage, and inspire who help to propel enrollment numbers and create positive experiences for visitors, students, and other employees.

The 5 People Plan strategic pillars are:

**WORKFORCE
DEVELOPMENT**

**RECRUITING NEW
TALENT**

**EMPLOYEE
RELATIONS**

**THE EMPLOYEE
EXPERIENCE &
WELLBEING**

**LEADERSHIP
DEVELOPMENT**

By focusing on and supporting these strategic pillars, it can be imagined that people who visit or come to El Camino College will experience the greatest levels of service, efficiency, and inclusiveness. Positive experiences of service, efficiency, and inclusiveness at El Camino College will translate not only into robust enrollment numbers, but it will also impact the College’s long-term financial health, reputation within the surrounding community, and overall ability to offer diverse and dynamic programs for a wide range of student learners.

Without a comprehensive People Plan, other supporting plans will not be realized. It will take a focused and on-going commitment to deliver, support, and develop the people of El Camino College in order to achieve the College’s enrollment, retention, and student success goals.

THE PEOPLE PLAN AND COLLEGIAL CONSULTATION

The 5 strategic pillars were initially identified by the HR Area Council as key priorities for improvement based on campus-wide feedback from the 2022 Employee Engagement Survey, New Hire Surveys, Exit Surveys, employee relation cases, Title IX/Title 5 complaints, and feedback from managers who participated in the 2023 HR Organizational Alignment Survey. The 5 most consistent priorities ascertained from data collected were then codified into the People Plan. The People Plan was then taken through the collegial consultation process where additional edits were incorporated based on feedback from Executive Cabinet, the President’s Advisory Committee on Race and Equity, the EEO General Committee, The President’s Management Meeting, College Council, the Strategy Steering Committee, Academic Senate, and also showcased at the Area VP Welcome Back Forum and the Student Services Area Retreat.

PEOPLE PLAN STRATEGIC PILLARS AND GOALS

STRATEGIC PILLARS	WORKFORCE DEVELOPMENT	RECRUITING NEW TALENT	EMPLOYEE RELATIONS	THE EMPLOYEE EXPERIENCE & WELLBEING	LEADERSHIP DEVELOPMENT
	Cultivate workforce capabilities to positively impact students.	Attract new talent that is student focused and service oriented.	Effectively manage employee and labor relations so that the work environment is productive and creates a positive student experience.	Foster an inclusive, collaborative culture.	Strengthen & develop leadership that delivers student-focused results, promotes employee engagement, and supports an inclusive employee experience
	Develop a highly skilled workforce that is willing and able to deliver an exceptional student experience. INSTITUTIONAL GOAL	Create a positive experience for Search Chairs so that they feel supported during a recruitment. HR SERVICE GOAL	Foster a more collaborative environment between unions and management. INSTITUTIONAL GOAL	Engage and retain employees who embody the College's mission and values. INSTITUTIONAL GOAL	Strengthen the knowledge and skills of leaders to increase enrollment and effectively manage budgets. HR SERVICE GOAL
	Strengthen the knowledge and skills of leaders to increase enrollment and effectively manage budgets. HR SERVICE GOAL	Create a steady flow of qualified candidates. HR SERVICE GOAL	Educate managers on compliance requirements with the collective bargaining agreements. HR SERVICE GOAL	Leverage positive employee experiences to create an attractive employer brand. INSTITUTIONAL GOAL	Cultivate effective leaders who demonstrate behaviors that create an inclusive, collaborative, student centered environment. HR SERVICE GOAL
GOALS	Raise employee awareness of available resources to help guide students and others. HR SERVICE GOAL	Communicate the employment brand and effectively use it to attract capable employees who embody the College's mission and values. INSTITUTIONAL GOAL	Provide educational experiences for all employees to promote the value of Title IX and Title 5 regulations. HR SERVICE GOAL	Improve employee productivity and performance by executing a wellness & wellbeing strategy. HR SERVICE GOAL	Develop effective leaders who can create inclusive employee experiences. HR SERVICE GOAL

WORKFORCE DEVELOPMENT

People Plan **Pillar #1** aims to **cultivate workforce capabilities to positively impact students.**

This will be done through the following goals:

1. Develop a highly skilled workforce that is willing and able to deliver an exceptional student experience.
2. Encourage employee understanding of their purpose and part in the College's strategic plan.
3. Raise employee awareness of available resources to help guide students and others.

INITIATIVES

Workforce Planning, Learning, and Development:

- Build capabilities of student-critical groups (A&R, Financial Aid) to distinguish ECC's student service experience.
- Provide learning and development opportunities for current employees on interviewing and application best practices for jobs at El Camino.
- Increase employee awareness of how racially minoritized students are experiencing El Camino.
- Increase employee awareness of resources to improve student access and student success to close racial equity gaps.
- Create a data dashboard with employee demographics to forecast possible knowledge retention challenges so that we can build appropriate tactics to ensure valuable institutional knowledge is not lost from retirements and resignations.

Effective Performance Management:

Build the skills of leaders to provide effective feedback and coaching. Identify and implement improvements necessary to effectively equip managers to provide effective performance evaluations.



RECRUITING NEW TALENT

People Plan **Pillar #2** aims to **attract new talent that is student-focused and service-oriented**.

This will be done through the following goals:

1. Create a positive experience for Search Chairs so that they feel supported.
2. Create a steady flow of qualified candidates.
3. Communicate the employment brand and effectively use to attract capable employees who embody the College's mission and values.

INITIATIVES

Continuously Improve our Talent Sourcing and Selection Process and Practices:

- Launch a project to review and streamline the current search process (online workflow).
- Develop a rubric that Search Committees can use to evaluate applicants and their level of "sensitivity to diversity" during the initial screening.
- Design activities and learning opportunities that encourage students (particularly CalWORKs and Federal work-study Students) to become qualified for, and seek, employment as community college faculty, staff, or administrators.
- Evaluate how more hands-on support could be provided to Search Chairs.
- Post job announcements in external recruitment/outreach sources, including electronic job boards, that provide information in languages other than English and in low-income communities whose primary audience is comprised of groups found to be underrepresented in the District's workforce.
- Evaluate the clarity of minimum qualifications on Classified job descriptions for applicant comprehension and screening efficiency.

Talent Acquisition Strategy & Employment Value Proposition (EVP) Project:

- Launch a project to "uncover our employment value proposition" (EVP) and then leverage our identified EVP to attract individuals who will stay and perform at their best in our work environment.
- Develop and deploy the College's employment brand as part of the recruitment & communications process.

EMPLOYEE RELATIONS

People Plan **Pillar #3** aims to **effectively manage employee and labor relations so that the work environment is productive and creates a positive student experience.**

This will be done through the following goals:

1. Foster a more collaborative environment between unions and management.
2. Educate managers on compliance requirements with the collective bargaining agreements.
3. Provide educational experiences for all employees to promote the value of Title IX and Title 5 regulations.

INITIATIVES

Build Employee Relations Knowledge among Management - Deliver management trainings focused on contract-related topics and best practices in handling employee relations issues.

Increase use of Self-Directed Learning Resources - Develop an awareness campaign around existing learning resources to support management in responding effectively to collective bargaining agreement or employee relation challenges and concerns.

Build Management Abilities with Conflict Prevention/Resolution Techniques - Deliver training on de-escalation techniques.



THE EMPLOYEE EXPERIENCE & WELLBEING

People Plan **Pillar #4** aims to **foster an inclusive, collaborative culture**.

This will be done through the following goals:

1. Engage and retain employees who embody the College's mission and values.
2. Leverage positive employee experiences to create an attractive employer brand.
3. Improve employee productivity and performance by executing a wellness & well-being strategy.

INITIATIVES

Employee Engagement (EE) Survey - Measure engagement levels and analyze what priorities are most important to employees.

- Execute EE Survey and Focus Groups - Fall 2024.
- Analyze EE Survey results and Focus Group feedback; develop and execute action plans.
- Execute a Pulse Survey: to help people feel that their concerns are listened to, responded to, and where possible addressed.

Manage our Culture Effectively - Cultivate an understanding of the values, beliefs, and behaviors that are foundational to the social and psychological norms shared and upheld by the campus community.

- Gather key stakeholders to agree on 3 to 5 key behaviors central to creating the culture our employees and students need to achieve positive results and student outcomes (including behaviors related to performance, collaboration, and inclusion).
- Redesign onboarding programs to include the introduction of the College's key culture behaviors for all employees.

Wellness & Well-being - Develop and implement holistic programs that improve employees' physical, mental, and social state.

- Promote more wellness programs and activities on campus.
- Launch a marketing campaign to provide basic guidance on optimizing breaks, leaves, and other self-care options.
- Create spaces for employees to increase their personal capacity for dialogue around topics of inclusion, equity, anti-racism, diversity, and work challenges.

LEADERSHIP DEVELOPMENT

People Plan **Pillar #5** aims to **strengthen and develop leadership that delivers student focused results, promotes employee engagement, and supports an inclusive employee experience.**

This will be done through the following goals:

1. Strengthen the knowledge and skills of leaders to increase enrollment and effectively manage budgets.
2. Cultivate effective leaders who demonstrate behaviors that create an inclusive, collaborative, student-centered environment.
3. Develop effective leaders who can create inclusive employee experiences.

INITIATIVES

Leadership Development - Strengthen leadership competencies by providing development programs and experiences that will:

- Define leadership excellence and most important competences for each level of leadership (front line, leader of leaders, executive level).
- Revamp the performance evaluation indicators for management.
- Provide Manager Training on people skills, managing conflict, and how to work with EEs to ensure job duties align with job description.
- Develop racial literacy of Deans/Associate Deans to actively address underrepresentation within the department.
- Focus on priority areas (e.g., A&R, Financial Aid) to develop time management skills and employee development plans.

New Employee Onboarding - Effectively welcome, induct, orient, and engage new employees to help them acclimate to their environment and become productive members of the team.

- Initiate improvements in onboarding new employees and implement better practices.
- Develop a new frontline supervisor training academy.

Succession Management - Evaluate current risks and develop a program/process that proactively identifies and develops talent internally to fill key leadership roles within the organization in the future.

- Develop succession plans – HR to support/guide leaders so that the succession planning approach is effective, transparent, and addresses stakeholder concerns.
- Create a data dashboard showing EE demographics for retirement eligibility to manage risk and develop proactive workforce plans.





El Camino College

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