



Los Rios CCD
2013-2015 PROGRAM REVIEW
SUPPORT SERVICES

Unit: Human Resources

Submitted by: Brenda Balsamo 2/21/13
Submitter signature Date

Approved for Submission: Ryan Cox 3/4/13
Unit Administrator Date

Review Approved: Susan L. Louie 6/27/13
Chancellor/District ALO Date

Table of Contents

Program Review Purpose

- I. Mission Statement
- II. Unit Responsibilities
- III. Relevancy
- IV. Currency
- V. Effectiveness
- VI. Institutional Support for Unit Effectiveness
- VII. Resources Required to Improve Unit Effectiveness
- VIII. Recommendations
- IX. Appendix

I. Program Review Purpose

Definition of a Support Services Unit

For the purposes of this program review document, a support services unit is defined as a District department which is responsible for providing services throughout the District in a manner which creates and maintains an optimal learning environment for students and/or provides the necessary services to support the overall operation of the District and colleges.

Program Review Purpose

The purpose of review is to evaluate the quality of the support services provided and to use the information from the evaluation to plan program improvements. Regular program reviews are required to meet regional accreditation requirements, state requirements, and best practices. ACCJC Accreditation Standard I.B states,

The institution demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning. The institution also organizes its key process and allocates its resources to effectively support student learning. The institution demonstrates its effectiveness by providing 1) evidence of the achievement of student learning outcomes and 2) evidence of institution and program performance. The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning.

Support services units are expected to undergo a full review every three years.

Relationship of Program Review to Unit Plans

When completed, this Program Review document should provide the following to support your annual Unit Plan document:

- Unit mission statement
- Purpose statement that identifies how your unit supports creation and maintenance of an optimal student learning environment and/or provides the necessary services to support the overall operation of the District and colleges
- Findings to justify continuing or changing current operating procedures
- Justifications for requesting new resources

Program Review Due Dates

All departments must be reviewed at least once every three years during the year cited on the LRCCD Support Services Program Review Cycle. Reviews are due by June 30th of the year in which they are reviewed. A copy of the review will be maintained in the unit and the Office of Education and Technology.

II. Mission Statement

Provide your **unit's mission statement** below. Your statement must align with the District mission statement and should match your mission statement in your unit plan. For reference, the following are LRCCD's Vision and Mission statements:

LRCCD Vision Statement

We, the Los Rios community colleges, provide outstanding programs and services so that all students meet and exceed their educational, career, personal and social goals. We meet the social and economic needs of the community.

LRCCD Mission Statement

Relying on their professional and organizational excellence, the Los Rios community colleges:

- Provide outstanding undergraduate education, offering programs that lead to certificates, associate degrees, and transfer;
- Provide excellent career and technical educational programs that prepare students for job entry and job advancement through improved skills and knowledge, including the demands of new technologies;
- Provide a comprehensive range of student development programs and services that support student success and enrich student life;
- Provide educational services that address needs in basic skills, English as a second language, and lifelong learning; and
- Promote the social and economic development of the region by educating the workforce and offering responsive programs such as service learning, business partnerships, workforce literacy, training, and economic development centers.

The Office of Human Resources - Mission and Vision Statements

Vision Statement: The vision of the Human Resources Department of the Los Rios Community College District is to provide and maintain quality human resource services for our employees and the community resulting in the recruitment, development, and retention of outstanding faculty, staff and administrators to support the District's learning and working environments.

Mission Statement: The mission of the Human Resources Department of the Los Rios Community College District is to support the strategic goals of the District through high quality and effective human resources practices which value employees, applicants, and various stakeholder groups by:

- Providing comprehensive and inclusive access to human resource services
- Recruiting qualified and diverse candidates for positions at all levels within the organization
- Enhancing our employees' lives, both professionally and personally, through staff development activities
- Continuing to improve our recruitment and employment processes while demonstrating the value of communication, efficiency, and legal compliance
- Facilitating resolutions to complaints, grievances, and related matters as needed with a commitment to collaboration
- Providing leadership in labor relations and negotiations with various district constituency groups
- Promoting customer services, professionalism, honesty and integrity

III. Unit Responsibilities

List your unit's **primary assigned responsibilities**, including those related to creating and supporting an optimal student learning environment and/or the overall operation of the District and colleges. Also identify any major projects your unit is expected to support on a periodic basis (e.g. opening of new facilities, IT infrastructure upgrades, etc.).

Recruiting Services

- Developing job descriptions as needed
- Advertise and screen positions
- Applicant tracking
- Hire process tracking
- Customer/applicant service

Employment Services

- Process new and continuing employees
- Handle complaints and grievances
- Compile and distribute Employment data reports
- Ensure adherence to Collective Bargaining Agreements, Board Regulations and Policies, and state and federal labor laws district-wide for all personnel matters.

EEO Services

- Oversee district program for harassment, discrimination and bully complaints

Staff Development/Training Services

- Oversee district-wide and district office training and staff development programs

List those **district and college** operating units your unit must interact with on a regular basis in order to complete the primary responsibilities of your unit. Briefly describe the types of interaction you have with the listed units

Fiscal – fiscal approval to advertise vacant/new positions

General Services – coordinate worker's compensation and ADA matters as needed

Payroll – personnel transactions and routine salary adjustments

Benefits, Risk Management, Legal – coordinate various employee ADA/FMLA/Workers' Comp issues and leaves

District IT – coordinate HR IT needs

Legal – review personnel matters as needed

Campus instructional, student services and administration offices – coordinate myriad personnel matters, leaves, training, recruitment

IV. Relevancy

Briefly describe why your unit's work is **relevant to the institution** with respect to how it supports an optimal student learning environment and/or overall operation of the District and colleges. State the reasons you expect the need for this program to continue.

With approximately four thousand employees, four employee collective bargaining agreements, title five regulations on recruitment, hiring and EEO, California education code personnel requirements, and myriad state and federal labor and leave laws; human resources continues to be a dynamic area for the district.

The Human Resources office is committed to ensuring the district maintains adherence to all collective bargaining agreements and legal requirements related to personnel and EEO, and to creating an environment where our employees can continue to grow professionally and personally.

V. Currency

Describe the ways in which your unit is **current** (e.g. technology use, equipment, approaches and methodologies), or what you need to do to become and remain current over the next three years.

The Human Resources office utilizes technology effectively to accomplish its operations.

Recruiting is done online via the PeopleAdmin system. PeopleAdmin provides online recruitment, application, screening, processing and data tracking for district positions. Although the current version of PeopleAdmin is effective and efficient, the Human Resources office is considering the next version of PeopleAdmin.

The Human Resources website provides comprehensive services to applicants and district employees, including; job openings, tips for applying, information related to employment opportunities, collective bargaining agreements, job descriptions, salary schedules, human resources forms, links to other district offices and relevant state agencies, as well as training and staff development information.

The HR Training unit coordinates numerous training and professional development workshops for all district employees including; IBA, Classified Leadership Academy, Faculty Diversity Internship Program, LRMA Leadership Series, LRSA Supervisor Workshops, and New Dean Academy.

Human Resources is currently working with the IT department in an effort to streamline technology and increase department efficiency. Implementation of standardized desktop systems will increase responsiveness and eliminate time lost in technological malfunctioning. Additionally, department data will be backed up to ensure data integrity and accessibility.

Personnel operations for current employees are handled via the PeopleSoft Human Resources Information System, which is part of the district-wide PeopleSoft Information System. This system provides for effective employee processing and tracking.

Employee personnel files are maintained electronically using the OnBase system. This system provides for electronic storage, filing and access to personnel files. This system is very effective for maintaining personnel files.

The Human Resources Office is part of the North 14 CCD Human Resources Consortium. The North 14 group provides training on important CCD HR matters and the district also participates in the North 14 legal consortium, which provides access to top attorneys and legal advice. The training consortium also provides two HR/Personnel workshops per semester on important HR related topics, which are usually conducted at Los Rios CCD. The HR managers and officers attend other training to maintain relevancy in new and changing legislation and EEO matters. Staff Development funds and opportunities are available for all HR staff. The HR managers and officers also attend the annual CCD Association of Chief Human Resource Officers/EEO's, on a rotating basis.

VI. Effectiveness

1. List the types of data/information you will use to **assess how effective** your unit is in completing **each** of its primary responsibilities (e.g. student/client satisfaction surveys, audits, safety inspections, facility use information, product quality and timeliness, etc.).

Report on Recruitment Efforts for 2011/12

Report on Employee Demographics for 2010/11

Queried information from PeopleSoft and Staff Data reports from 2008 – 2012

Evaluation summaries and feedback from attendees at various employee trainings and workshops provided by Human Resources

District EEO Plan data

Public Employee Pension Reform Act (effective 2013)

Mandated Reporter (CA penal code) new requirement for California Community Colleges

Sexual Harassment Prevention training (direction from Los Rios CCD Board of Trustees)

Federal EEO Demographic form requirement change

Annual MIS employee demographic report

2. Comment on how the results of your assessments (listed in #1) **provide evidence** of your unit's effectiveness.

Analysis of the evidence listed above indicate the Human Resources department is effective in its operations and proactively addresses new/revised laws and personnel requirements.

In reviewing applicant and employee demographic data listed above, over the last five years the district has increased the diversity of its workforce, which is a goal of the district, board of trustees and title 5 EEO regulations. Overall, the district is at or above the statewide averages of California Community District workforce demographics for employee diversity except for one demographic category, which will be a focus going forward for the District's EEO program. This data reflects effectiveness of the Human Resources recruitment department staff, operations and continuing comprehensive recruitment efforts. Also, the large majority of positions advertised are filled without any re-advertisement, indicating that search committees and hiring managers are pleased with the quality of the applicant pools recruited.

The Human Resources employment department continues to operate effectively, as evidenced by proactive adherence to new/revised personnel related laws such as Federal EEO Demographic form requirement, Mandated Reporter requirements and the Public Employee Pension Reform Act. Each of these items were either new or recently revised legislation directly affecting district employees and the Human Resources employment department. On each of these items, the HR employment department learned of this upcoming legislation through trainings/workshops/conferences attended by staff, the Los Rios Legal Office, or by keeping current with pending legislative matters. The HR employment office implemented meetings with other department such as fiscal services, IT, payroll, unions, and benefits as appropriate to review the legislation, effects on the department, systems, processes and employees, and developed a plan of action for implementation. On each occasion, new/revised requirements were addressed effectively and timely, and in a manner to provide information and clarity to employees when affected. Further evidence of effective employment operations include a lack of employee complaints and grievances about employment processing/procedural matters.

Evaluation summaries and employee input from training programs such as the Classified Leadership Academy, Interest Based Approach program, Faculty Diversity Internship Program, New Faculty Orientation, New Manager/Supervisor Orientation and Manager/Supervisor trainings indicate employees are very pleased with the Human Resources training office/program. With minimal staffing, the Human Resources training office conducts several comprehensive training programs such as IBA, CLA, Sexual Harassment Prevention, and other training/activities to serve employee training needs. However, the training office is often challenged with supporting these programs. Although performance is excellent, additional staffing would improve their ability to support current as well as new programs expected in the future; such as recent examples of new required Mandated Reporter training and Sexual Harassment Prevention training for faculty and staff (in addition to the Supervisor/Manager required Sexual Harassment Prevention training already in place).

The Human Resources EEO office works with the training department to ensure effective training related to EEO matters and prevention. The EEO office also trains and oversees each campus EEO Officer to ensure an effective EEO program. With four thousand employees, the district continues to receive occasional harassment and discrimination complaints. The Human Resource EEO Office and campus EEO Officer are responsible for intaking and as appropriate investigating, and resolving substantiated complaints. During the period of the last three years, it should be noted that there have not been any substantiated complaints indicating sexual harassment or discrimination as defined under state/federal law. This data evidences an effective EEO training program.

3. Identify any areas you believe **need improvement now**.

As mentioned in section 2 above, although the HR training office continues to receive excellent employee input and results, it does so with minimal staffing of one permanent employee and temporary help. New personnel legislation/regulations continue to affect training needs. Additional temporary help or permanent staff would provide assistance to meet these ongoing and new training requirements.

4. Identify any areas you believe will need improvement **to respond to expected changes** in your unit's future primary responsibilities or overall unit workload (e.g. changes created by increased enrollment, state budget allocations, additional facilities, new technologies, etc.)

Over the last few years, the state budget has affected district funding and the Human Resources Office has assisted District efforts to reduce staffing costs through attrition by resignation/retirements (only). Currently the office is down one full-time recruiting staff member and the full-time HR Officer vacancy is filled with an interim appointment. Although recruitment operations have slowed somewhat due to the temporary slow-down in hiring, as the budget improves and hiring is increased it may be needed to replace the recruiting staff position. Replacing the HR Officer with a permanent employee will also provide continued effective operations.

VII. Institutional Support for Unit Effectiveness

Based on your findings regarding your unit's effectiveness in meeting its primary responsibilities identify **how the District can better support** you in your improvement efforts.

The District provides outstanding support to ensure continued effective Human Resource operations. As mentioned in item VI, as hiring increases it may be prudent to replace the recruiting staff position.

VIII. Resources Required to Improve Unit Effectiveness

Briefly summarize current resources available to your unit (e.g. staff, facilities, equipment, professional development, research data, etc.) to carry out your primary responsibilities. Identify new **resources needed** to meet or maintain program effectiveness, maintain currency, and meet anticipated growth needs. Include evidence to support your conclusions.

The Human Resources Office currently maintains the following resources:

- Three permanent managers (AVC-HR, 2 HR Directors)
- One permanent HR Officer - Employment
- One interim HR Officer - Recruitment
- One permanent Confidential Administrative Assistant
- One permanent HR Analyst
- One permanent HR recruiting assistant - Recruitment
- Six permanent HR Specialist - Employment
- One interim HR Training Specialist
- Three temporary classified employees

The Human Resources Office is located within the District Office complex. Each staff member has a computer, desk and/or office. As mentioned above, several integrated software systems provide for effective recruitment and employment systems operations. Also as mentioned above, the department participates in ongoing professional development training for currency and knowledge. New resources needed could include additional staff support in the training department as described and evidenced in section VI item 3.

IX. Recommendations

1. Based on your program review findings, **list your recommendations** to improve your unit. (Cite appropriate section of this report for each recommendation.)

As evidenced by section VI item 3, increased staff support in the training office would ensure continued effective operations.

2. Suggestions for Improving the Program Review Process

Please provide any constructive **feedback** aimed at improving LRCCD's Program Review process, including ways in which it may be more effectively aligned with other processes at the District and colleges (strategic plan, other planning, resource allocation, etc.).

None

X. Appendix

1. List the **sources** you used to support this Program Review document.

Human Resources staff participating in the program review process:

Ryan Cox, AVC, HR
Dolly Green, Director HR/EEO
Brenda Balsamo, Director HR
Theresa Cuny, HR Officer
Mellonie Richardson, Interim HR Officer
Koral Brooks, HR Specialist
Mina Walter, HR Analyst
Leigh Ann Rogers, Interim HR Training Specialist
Rose Fassett, Confidential HR Administrative Assistant
Susan La Sage, HR Recruitment Assistant
Stacy Robinson, HR Specialist
Maria Galvan, HR Specialist
Arcelia Montes, HR Specialist
Greg Reali, HR Specialist
Rachel Rutherford, HR Specialist

2. Identify here the **supporting documents** (e-copies) you intend to include with your program review submittal.
 - a. Report on Recruitment Efforts for 2011/12
 - b. Report on Employee Demographics from 2008-2012
 - c. Evaluation summaries and feedback from attendees at various employee trainings and workshops provided by Human Resources
 - d. District EEO Plan data
 - e. Public Employee Pension Reform Act (effective 2013)
 - f. Mandated Reporter (CA penal code) new requirement for California Community Colleges
 - g. Sexual Harassment Prevention training (direction from Los Rios CCD Board of Trustees)
 - h. Federal EEO Data form requirement change
 - i. Annual MIS employee demographic report (Please see EEO Plan above for demographics)