

Los Rios CCD

2015-2016 UNIT PLAN

SUPPORT SERVICES

Unit: Human Resources

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I. Unit Plan

Definition of a Support Services Department/Unit

For purposes of this planning 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 services necessary to support the overall operation of the District and colleges.

Unit Plan Purpose

Unit plans are annual documents created and used by District units to develop and maintain high quality services to support student learning and District and college operations. This operational plan allows the department/unit to appropriately implement its specific responsibilities to support accreditation standards, the LRCCD Vision/Mission/Values Statement, the LRCCD Strategic Directions document, changes to federal and state laws that impact the colleges and District, annual LRCCD executive staff goals, and other major district plans. Plan implementation is supported by allocations provided in the annual District Budget. Together these documents make up a major portion of the ongoing institutional planning, implementation, and evaluation cycle necessary to ensure continuous program and service improvement. The Accrediting Commission's Standard 1.B.3-4 states:

The institution assesses progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data.

The institution provides evidence that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.

The Role of Unit Plans in the Overall Institutional Evaluation, Planning, and Improvement Cycle

LRCCD supports the concept of evaluating current services to determine opportunities for improvement. Unit plans are used by units to identify growth and improvement needs at the operational level, and then provide information to the appropriate administrative and governance levels about the resources and activities required to meet the identified needs.

The District recognizes that its current rate of change, increased enrollment demand, unstable state budget allocations, ongoing facility expansion, changing technology requirements and the rapid growth and demographic changes in its surrounding communities require both short-term and long-term planning efforts. Therefore, unit plans focus on a 1-year time frame directly linked to resource allocations, while also encouraging departments/units to reference or append long-term plans where appropriate.

Plan Due Date

Unit plans are required to be updated annually by May 1 of each year and use this template. 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's mission statement.

Enter your mission statement in the self-expanding text box, below.

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; and
- Promoting customer services, professionalism, honesty and integrity.

For reference, the following are LRCCD's Vision and Mission statements.

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.

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.

III. Unit Responsibilities and Projects

List your unit's primary assigned responsibilities including those related to creating and/or supporting an effective learning environment. Also, identify any expected changes in responsibilities or major new projects (e.g. opening of new facilities, IT infrastructure upgrades, etc.) for the next academic year (summer, fall, spring). Please reference any LRCCD Strategic Plan strategies, accreditation standards or policies, or changes to state or federal laws that are informing your changes in primary responsibilities or new projects.

Primary responsibilities (ongoing)

Recruitment

- Developing job descriptions as needed
- Advertising and screening positions
- Applicant tracking
- Hire process tracking
- Customer/applicant service
- External recruitment activities
- Compile and distribute employment data reports

Employment

- Processing new and continuing employees
- Handling complaints and grievances
- Compile and distribute employment data reports
- Ensuring adherence to Collective Bargaining Agreements, Board Regulations and Policies, and state and federal labor laws district-wide for all personnel matters

EEO

- Oversee district program for promoting and enhancing EEO, diversity and cultural competence; oversee harassment and discrimination process, complaints and resolutions
- Ensure compliance with all EEO related mandates

Staff and Professional Development/Training

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

New or expected changes in primary responsibilities this year (ongoing)

New legislation related to personnel matters often requires Human Resources (HR) to implement new or modified processes and procedures. The HR team meets continuously to analyze and implement measures for compliance; including but not limited to:

The HR Department is analyzing processes to monitor Employment Service Agreements (ESA's) to ensure compliance with the Affordable Care Act (ACA) by exploring processes which include new tracking methods to track classified temporary, coaches and ESA employees to ensure compliance with ACA mandates.

Revamp our ESA processes including electronic automation in PeopleSoft with the goal of improved efficiency and consistency in practices.

Based on recommendations from the EEO Advisory Committee, the HR office has developed and is implementing cultural competency and diversity training for all hiring committee members effective fall 2015.

Implemented required training for all new employees on preventing violence against women per the VAWA (Violence Against Women Act).

New projects this year (one-time only)

HR staff members are currently researching changes that could be made to upgrade the on-line applicant tracking system and enhance both the applicant process and internal reporting.

HR is currently working with the Academic Senate leaders to revise the Faculty Hiring Manual.

IV. Unit Plans

Based on your unit's listed responsibilities and projects, most recent Program Review, and any additional information provided by the appropriate administrator and/or DIR, use the following question prompts and linked forms to document how your unit will complete your assigned responsibilities and projects. State your unit's plans to:

- A. Identify appropriate **equipment, software, and supplies** needed to support new projects, expanded responsibilities, and necessary upgrades.

1. Potential upgrades to the on-line applicant tracking system.
2. Potential conversion of microfilm employment records to digital technology.

- B. Identify appropriate **staffing** needed to support new projects or expanded responsibilities.

Additional staffing would help alleviate high workload in the HR training office - to assist in meeting expanded and ongoing training requirements. One additional training employee at 75% of a full-time classified position would meet this need.

Additional staffing of a 1.0 FTE to help alleviate high workload in the Classified/Temp/Student Employment area.

- C. Identify **new buildings or major renovations** needed to support the completion of unit responsibilities.

None

- D. Identify **minor remodels or alterations** needed to support the completion of unit responsibilities.

None

E. Identify **professional development** activities that help unit members stay current with their job requirements. Please list expected individual and department requests for professional development activities.

- The HR Department is a member of the Association of Chief Human Resources Officers (ACHRO) which provides ongoing workshops and an annual training conference.
- HR is a member of the North 14 CCD Human Resources Officers Consortium which provides quarterly workshops and training.
- Los Rios CCD is a member of the Liebert Cassidy Whitmore, LLP, training consortium which provides ongoing live and online training as well as four annual training presentations on HR related topics.
- Individual requests include attendance at various HR related workshops and conferences, PeopleAdmin's annual conference, and other similar activities.
- ACCCA (Association of California Community College Administrators) has a one year mentorship program and also offers a five-day training program in the summer, Admin 101, which focuses on the "nuts and bolts" and management basics for the unique California community college system. Both programs provide great professional development for HR officers.
- Currently HR has five (5) staff members who are trained to maintain the HR web pages. Appropriate staff will be trained on new web-based software in order to assist in maintaining the HR web pages.

F. Ensure required **safety and information security procedures** are followed to create and maintain a safe work environment. If individuals in your unit require training, please refer to the LRCCD Human Resources online safety and information security training opportunities.

- Selected Human Resources staff members have completed and continue to participate in the District's emergency programs, C-CERT, ACES and NIMS/SEMS training.
- LRCCD College Police provided specific safety training to the DO staff on safety issues in the workplace.
- All HR staff have completed the District's Information Security training module.
- The HR Office works continuously with the District Office Information Security Officer to ensure information security related to the HR Office systems, electronic files, procedures, etc. Encryption Software provides access of confidential/sensitive data to specified authorized users.

G. Ensure unit members participate, and provide **leadership** to the district, in their areas of expertise.

The HR office conducts frequent district-wide training workshops, providing leadership and guidance on HR matters to managers and supervisors. The HR office responds timely to the steady stream of district wide requests for advice and guidance on personnel matters from individuals and small groups, including advice and guidance on personnel matters, processes and procedures related to their areas of expertise.

H. Ensure that the results from **assessments on quality and satisfaction** are used to improve services.

Briefly describe the techniques/assessments currently used to ensure quality or required external standards (e.g., audits, inspections). Also, describe techniques/assessments being developed for use next fiscal year.

The documents and evidence used to assess quality include the following items:

- Report on Recruitment Efforts for 2014-2015
- Report on Employee Demographics for 2014-2015
- Queried information from PeopleSoft and Staff Data reports from 2009 – 2014
- Evaluation summaries and feedback from attendees at various employee trainings and workshops provided by Human Resources
- District EEO Plan data
- Annual MIS employee demographic report

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

Recruitment Division

In reviewing applicant and employee demographic data in the documents 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. LRCCD is at or above the statewide averages of California Community College District workforce demographics for most employee groups. One area is slightly below the statewide average and this is being addressed by the District EEO Advisory Committee and Campus Equity Committees. This data showcases the effectiveness of the HR recruitment 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 HR Office also provides semi-annual applicant/employee demographic information to the Board of Trustees for their consideration/review. The HR Office constantly reviews applicant pools to ensure effective recruiting operations, and modifies its advertisements and recruitment procedures based on results of applicant pools.

Employment Division

The Human Resources employment staff continues to operate effectively, as evidenced by proactive adherence to new/revised personnel related laws such as the Affordable Care Act, and the Violence Against Women Act. Each of these items are either new or revised legislation directly affecting district employees and HR employment personnel. On each of these items, HR employees 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 section implemented meetings with other department and entities such as fiscal services, IT, payroll, benefits and unions, as appropriate, to review the legislation, its affect on the department, systems, processes and employees, and developed a plan of action for implementation. On each occasion, new/revised requirements were addressed effectively, on time and in a manner to provide information and clarity to the employees who were affected. Further evidence of effective employment operations includes a lack of employee complaints and grievances about employment processing/procedural matters. The HR Office continually adjusts its operations based on employee feedback, new/revised laws and regulations, and from learning best practices from workshops/conferences and correspondence with other CCD's.

Training Program

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, Manager/Supervisor trainings, and the New Deans' Academy 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 the Faculty Diversity Internship Program, New Deans' Academy, IBA, CLA, Sexual Harassment Prevention, Cultural Competency & Diversity training for hiring committee members, and other training/activities to serve employees' needs. However, the training office is often challenged with supporting these programs. The HR Office modifies its training curriculum and programs based on employee feedback, new laws/regulations, and best practices learned from workshops/conferences and correspondence with other CCD HR departments. One current example of improving services was the recent enhancement and implementation of the Cultural Competency and Diversity training for all hiring committee members. This was developed and implemented based on recommendations from the district-wide EEO Advisory Committee to improve our compliance with Title 5.

EEO Office

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 approximately five thousand employees, the district continues to receive occasional harassment and discrimination complaints. The Human Resource EEO Office and the college EEO Officers are responsible for in-taking and as appropriate investigating and resolving such complaints. During the last three years there have not been any substantiated incidents of unlawful sexual harassment or discrimination as defined under state/federal law. This data evidences an effective EEO training program. The HR Office continuously improves its EEO operations based on new laws/regulations, workshops, conferences and correspondence with other CCD's.

- I. Ensure unit members know where and how to **refer employees or members of the public** needing support assistance not provided by your unit. Briefly describe what is being done in this regard.

The Human Resources Office works very closely with Payroll, Benefits, General Services, and the Fiscal Services department. This close working relationship provides for strong knowledge and understanding of other department operations, enabling Human Resources personnel to refer employees to these offices for services as appropriate. The Human Resources office holds monthly meetings with the benefits office and the IT office, to ensure effective operations and knowledge to best serve employees and provide reference to these offices as appropriate.

- J. State how your department/unit encourages participation in **individual service activities** and volunteerism supporting students (e.g., access/success, e-recycling, presentations, leading workshops, district committees, etc.).

Human Resources staff members participate in annual campus student drives. Examples include clothing and food closet student drives for Cosumnes River College and Folsom Lake College's El Dorado Center. HR employees also contribute, via post tax income deductions, to college annual funds to support the work of the college foundation. The college foundation provides critically important services to students in need, such as money for books and emergency funds for housing and transportation.

- K. State your unit's plans to develop and implement **any special or long term projects**, including those identified in your most recent Program Review (if applicable) and the LRCCD Strategic Plan (if applicable). If project plan(s) are contained in another document, list each plan below and attach a copy to your unit plan. For all other project plans, briefly describe projects and indicate implementation timelines below.

A current long-term project is to explore the possibility of electronically integrating ESAs into the PeopleSoft (PS) system. Currently the ESA is a paper document only, and important data must be manually entered into PS. It will take a significant amount of programming/work to modify the current PS system. The department will continue to explore the cost/benefit of implementing this project.

A current special project is the implementation of an upgrade to the latest version of Human Resources' application tracking system. The goal will provide enhanced features for applicants, as well as for Human Resources staff, including a much improved upon reporting tool. This is a significant upgrade, and will take a substantial amount of human resources recruitment staff time for testing prior to implementation.

- L. Please provide any **suggestions for improving** the District's unit plan process, including how to more effectively align with other District and college processes (strategic plan, other planning, resource allocation, etc.).

None

V. Appendix

List your unit's accomplishments based on completion of last year's unit plan.

- Negotiated a new 3-year LRSA collective bargaining agreement
- Facilitated CRC President Search/Hire process
- Revised the Equity Representative Handbook
- Updated the District Faculty Hire Manual
- Implemented new processes for evaluating criminal convictions
- Piloted new training for hiring committee members on Cultural Competency and Diversity

List sources you used to support your unit plan statements.

Human Resources staff participating in the program review process:

Ryan Cox, AVC, HR
Brenda Balsamo, Director HR
Theresa Cuny, HR Officer
Mellonie Richardson, - HR Officer
Hasmik Marjanyan -, HR Specialist
Valerie Carrigan, HR Training Specialist
Rose Fassett, Interim HR Specialist
Maria Galvan, HR Specialist
Rachel Paschane, HR Specialist
Dan Cueva, HR Analyst

Attach supporting documents (Supporting Data from the DIR, etc.) following this page, identifying those you have attached in the text box, below.

- a. Report on Recruitment Efforts for 2014-2015
- b. Report on Employee Demographics from 2009-2014
- c. Evaluation summaries and feedback from attendees at various employee trainings and workshops provided by Human Resources
- d. District EEO Plan data