

HUMAN RESOURCES

2003 – 2004 PROGRAM REVIEW OUTLINE

TABLE OF CONTENTS

1. Scope of Program..... 1

2. Effectiveness of Program/Services 4

 a. Allocation of Employees..... 4

 b. Training..... 4

 c. Recruitment/Selection..... 4

 d. Employee Processing 6

 e. Orientation 6

 f. Employee Relations/Contract Administration 7

 g. Benefit Programs 7

 h. Leave Reporting..... 8

 i. Records Management..... 8

 j. Technology and Equipment 8

3. Demand for Services 9

4. Related Community Plans 9

5. Neighboring College and University Plans..... 9

6. Future Plans 9

7. Facility Needs 10

8. Delivery Systems Required 10

9. Staffing and Customer Service 10

10. Organizational Structure 12

11. Major Findings 14

12. Action Plan 18

13. Final Findings 20

14. Anecdotal Information Gathered During Surveys..... 22

HUMAN RESOURCES

2003 – 2004 PROGRAM REVIEW OUTLINE

Review Committee Members:

Helen Carroll, Coordinator Collective Bargaining & Diversity
Cathy Kelly, Assistant Director Human Resources/Equal Employment Opportunity
Janet Pieper, Director Human Resources/Equal Employment Opportunity
Craig Wilde, Director Business Services

1. **Scope of program:** This is the first formal program review for human resources after the review by KH Consulting Group in March 1997. This group was hired by the college to review the potential for constructive improvements to human resources, and many of the findings and recommendations from the KH Final Report have been implemented, including upgrading administrative technology; improving recruitment processes; developing a more standardized orientation program while scheduling more flexible orientations; conducting internal and cross training programs; employing a manager, employment and training in 1998; and, formalizing departmental strategic goals.

In November 2003, approximately 1,000 surveys were sent to faculty and staff with 91 surveys being completed and returned (11% response rate). This program review identifies areas for improvement as recognized below and the need to change critical perceptions on campus.

The human resources goal is to exhibit and support college values -- excellence, integrity, diversity, responsiveness, caring, academic freedom, community service, and collaboration in serving members of the Board of Trustees, the public, faculty, staff, and students. Human resources staff members make valuable contributions in supporting the college's overall mission, most notably in their effort to attract, develop, retain, and motivate a highly skilled and diverse workforce that contributes to sustaining this excellence. The effectiveness of human resources' efforts must be judged, measured, and maintained by the results of the human resources leadership and program efforts that value employees and maximize their potential.

The director provides leadership and professional expertise to major college units, and is accountable for his/her areas of responsibility including identifying objectives, formulating strategy, directing programs, managing resources, and functioning effectively with a moderate degree of autonomy. Human resources support staff are responsible for administrative, professional, clerical, and technical support for both academic and non-academic units throughout the district.

The human resources department is defining its mission and setting measurable goals to establish its current mission, organizational priorities, and services provided. This is critical because while opportunity is limitless, resources are finite. Human resources cannot be all things to all people, and it must know its mission so it can use resources wisely. The demands required from human resources must be reconciled with established priorities, available resources, and a customer service orientation while balancing the needs of efficiency, effectiveness, and control.

Strategic Goals

- Cultivate a culture of staff appreciation by encouraging, supporting, rewarding, and recognizing individual and team performance, creativity, and innovation. *All* members of the college community are valued for who they are and what they contribute. The college's celebration of its members' diverse backgrounds, cultures, and viewpoints cultivates mutual respect in all interactions.
- Recruit, develop, and retain a staff reflective of the community and assure the quality and diversity of our workforce. Promote human and intellectual diversity by providing equal access and opportunity to representatives of a rich variety of populations and cultures.
- Foster professional growth by increasing participation in professional development activities. Employ a faculty and a staff celebrated for their dedication to the college's values and culture, and for their academic and professional distinction.
- Improve process coordination to simplify and coordinate processes and to reduce duplication of effort.
- Develop, communicate, and implement human resource policies, programs, and processes.
- Position human resources as a partner with the academic and business leaders of the college.

To accomplish these goals, human resources services are provided in the following areas: records management; employee-employer relations including contract negotiations, interpretation, and administration for full-time faculty, part-time faculty and classified staff, formal complaints, grievances, arbitrations, hearings administration, performance feedback, progressive discipline, conflict resolution, and reasonable accommodation; recruitment, selection, deployment of staff, and orientations; leave reporting; benefit programs including Americans with Disabilities Act (ADA), workers' compensation, and Family and Medical Leave Act (FMLA); training; compensation and classification administration; validation of faculty minimum qualifications and equivalencies; online personnel transactions; staff diversity, affirmative action, and equal employment opportunity; and, human resources policy interpretation and administration.

Following the analysis of core services, this report includes an additional section that provides a summary of quotations that have been extracted from the participant surveys. The intent of such information is to provide the reader with some of the "flavor" of the surveys and the sentiments that contributed, in part, to the findings and recommendations of the program review team. The findings and recommendations provided in this report reflect a consensus opinion of the members of the program review team. They are provided as both validation and constructive criticism and should be viewed not as definitive solutions, but rather as catalysts for further reflection, inquiry and action.

The willingness of everyone involved in the program review process to share their experiences, perceptions and excitement, as well as their frustrations, made for a productive program review. The program review team would like to thank the many individuals that participated in the survey process.

2. Effectiveness of program and perception of human resources: It is evident from the surveys that a strong desire exists at Allan Hancock College to provide quality human resources programs to and services for the students, faculty, staff, and the community. Of the 31 survey questions asking respondents to rank the importance of human resources services, 68.5 percent ranked them as “Very Important,” with an additional 20.69 percent ranking services as “Somewhat Important.” The remaining 10.81 percent ranked available human resources services from “Neutral” to “Not Important At All.” In contrast, 9.69 percent of the respondents ranked human resources services as “Very Satisfied,” 32.21 percent ranked services as “Satisfied,” and, 27.94 percent ranked them as “Uncertain.” The remaining 30.16 percent of respondents ranked human resources services as “Dissatisfied” or “Very Dissatisfied.”

To the issue of priority placed on employee relations and human resources at AHC, 9.7 percent of the respondents strongly agreed that these two issues are a priority to the institution and 13.9 percent agreed with the statement. In contrast, 22.2 percent and 29.2 percent disagreed and strongly disagreed, respectively, that human resources is a priority. The surveyed staff obviously value human resources’ duties and responsibilities but does not perceive an institutional priority. Clearly, there are considerable obstacles to overcome if the Human Resources Department is truly going to realize its stated vision. Specific issues and offers of recommendations are delineated in this report.

a. *Allocation of Employees: -- didn't survey this aspect. Any thoughts, comments or just delete?*

b. *Training:*

Though human resources has provided training on equivalencies, personnel requisitions, recruitment, employee information processing, completion of forms, and leave management survey responses indicate a further extensive need for training and cross training initiatives for human resources staff. The most reported areas for such training are in policies and procedures, employee relations, and training on specific human resources processes. Each area for training is identified in related sections of this review, as well as in the *Findings and Recommendations* and *Action Plan* sections.

c. *Recruitment/Selection:*

The 1997 KH report recommended that human resources “Speed up and improve the recruitment process for academic and classified employees in budgeted positions to increase the College’s ability to attract and hire the best candidates.” KH recognized that the approval process for job announcements and other advertising copy is tedious and required multiple approvals. Over the last two years, human resources staff has reduced the time period from initiating

a job flyer to obtaining approvals and advertising a given position. A major time reduction strategy was to prepare job announcements within the human resources department rather than utilizing Campus Graphics to format the flyer. Human resources received a 29.4 percent satisfaction rating for initiating, routing, and obtaining final approvals on job announcements and advertising copy, while 38.8 percent were “uncertain” as to whether announcements were approved in a timely manner. Only 28.2 percent expressed dissatisfaction with the approval timeline. Moreover, 41.1 percent survey respondents reported the recruitment and selection process as effective.

Human Resources also instituted two other KH recommendations related to recruitment processes: developed a Windows environment data base for tracking, organizing, identifying, and, notifying applicants; and, developed a checklist for each candidate’s documentation as submitted. Another recommendation by KH Consulting was to enforce compliance with application deadlines, except in the case of low applicant pools, or other appropriate exceptions. KH noted that despite the positive intent of this customer-service orientation, the practice of extending deadlines and accepting late applications contributed to an already high work volume and created perceptions of unfairness. In response, human resources changed the language on recruitment documents, established application deadlines, and, only occasionally with director authorization, extended recruitment deadlines.

Users perceive the level of service to be low in other recruitment areas as reflected in the comments: documents and files are lost or missing, candidates are not notified in a timely manner of acceptance or decline, etc. The largest dissatisfaction ratings relating to recruitment referenced the help, support, leadership, and guidance offered to hiring departments. Of those responding, 47 percent reported they were dissatisfied with human resources services in this area. Additionally, it was reported that human resources does not provide adequate support, as reflected by the 35.3 percent respondents who were dissatisfied versus 25.3 percent satisfied.

Another area of concern reported in the survey is the satisfaction with human resources’ role in facilitating new hire matters. While 33.3 percent respondents were satisfied with the services, 32.1 percent were not. This is addressed under the “Orientation” section.

The human resources department also utilizes applicant and interview committee member surveys to assess the effectiveness of recruitment activities. During the fiscal year 2002-2003, human resources received 25 applicant survey responses in which 92 percent reported satisfaction with human resources services, citing the aspects liked best as: “Process was sound,” “friendly people,” and “very attentive and responsive HR staff.” The suggestions for improvement are reflected in the following quotes: “Shorten the written exercise,” “written questions redundant,” “less time between teaching demo and oral interviews,” “lessen time for notification of results,” and “Quiet waiting room/environment prior to interview.”

The fiscal year 2003-2004 applicant surveys revealed 100 percent satisfaction with human resources services. Again, the cited responses reflect: "Liked having question review to lower stress," "HR was really nice," and "process was well organized." Suggested areas for improvement included: "More quiet location," "want to be kept separate from other applicants," "lessen time from arrival to interview start time," and "more time for written exercises."

The employee selection committee surveys for fiscal year 2002-2003 netted 67 responses with 86.95 percent satisfied with human resources services. Some of the committee member comments cited include: "Well organized, efficient process," "HR provided excellent support & kept us on track," and "learned about fellow committee members/colleagues." Noted areas for improvement included notification of committee dates and times, typographical errors on recruitment documents (misspelled names, question duplication, and mis-numbered questions), "composition of committee not adequately knowledgeable about position," "job announcement not adequately portray description of position," and "food in room, messy, party atmosphere."

The 2003-2004 fiscal year selection committee surveys showed improvement in that 87.6 percent members were satisfied with the recruitment process. Both the acclamations and areas for improvement are as reflected by other survey groups.

There has been improvement in the recruitment services provided as reflected in the survey ratings. As previously noted, there were reassignments of duties, training initiatives, reclassifications, and a staff increase to address recruitment efforts. Furthermore, the human resources department will continue to work to expedite and improve the recruitment process including increasing the use of internet recruiting sites, tracking and notifying job applicants, preparing and completing job announcements, ensuring job announcements are accurate and representative of the position to be filled, working with committee chairs to notify members of meetings, reviewing written exercises, developing relevant interview questions, and ensuring application materials are accurate.

d. Employee Processing:

Overall, the human resources department ranked extremely well in this category. Respondents were satisfied with employee information processing, 48.3 percent, salary placement, 50 percent, and new hire processing, 34.4 percent. Efforts should be directed at improving the timeliness and accuracy of processing employee information as well as coordinating information with payroll and benefits departments. The new standardized orientation program will increase customer satisfaction in this area.

e. Orientations:

While respondents are satisfied with the flexibility and scheduling of orientation sessions, 39.3 percent, there is concern regarding the content of the program. The collective surveys report a need for better explanations on policies and

procedures (34.1 percent) and of benefits programs (37.4 percent). It must be noted that there is a diverse population required to undergo the orientation process: administrators, classified, full-time faculty, part-time faculty, and temporary employees. An explanation of bargaining units, benefits, and procedures is as varied as the attendees in each session. Human resources is working on developing a more comprehensive, standardized, yet end-user directed, orientation program that will be produced on CD ROMs and/or videotape. Human resources will collaborate with the payroll, benefits and information technologies departments to produce an orientation program targeted to meet new hire needs. Effort will be made to ensure that all required forms are available, steps are clearly enumerated, and new employees will receive their paychecks, benefits, and technological accesses in a timely, one-stop, fashion.

Aspects of the new orientation program will include written guidelines and training for human resources staff, welcoming comments and an overview of the College, all requisite forms, basic information on benefits and whom to contact for more information, overview of safety and hazardous materials, an introduction to College-wide human resources policies and procedures, and pertinent collective bargaining information. This will not only allow greater flexibility in scheduling orientations, particularly for off-site employees, while providing necessary information, but will also increase the efficiency of human resources staff, who will have time to devote to other tasks.

f. *Employee Relations/Contract Administration*

Under the “Employee Relations/Contract Administration” and “General Questions” portions of the survey, it is clear there is a need for enhanced communication of vision, mission, responsibilities, duties, contract and grievance management, as well as additional training and cross training of internal and external constituencies. In the ranking of importance 93.0 percent of respondents reported that the manner in which human resources addresses complaints and grievances effectively was “Very Important” and “Somewhat Important.” While, 30.6 percent of respondents reported that human resources staff address complaints and grievances satisfactorily, 36.5 percent were dissatisfied. Conversely, 45.9 percent of the respondents were satisfied with human resources’ interpretation and administration of policies, procedures, and bargaining agreements, whereas only 24.7 percent were dissatisfied. Concerns were also expressed regarding a lack of consistent enforcement for the staff discipline policy.

g. *Benefit Programs:*

The benefits function is fragmented among human resources, payroll, and benefits staff requiring new hires to meet with three different departments to ensure pay and benefits coverage. KH Consulting recommended simplifying benefits procedures, including initial benefits information as part of the human resources orientation program, and referring employees to benefits staff for more detailed information. Benefit information materials are presented during

the orientation process, and improvements in this service have been noted. The 2003 survey reflects 30.8 percent colleagues are "Very Satisfied" and "Satisfied" with the service provided by in this area. Once the proposed human resources orientation program is completed and available on CD ROM or video, newly hired employees should receive adequate information and be able to work directly with benefits staff to complete requisite forms.

h. *Leave Reporting:*

District employees report satisfaction with processing leave requests in a timely manner, and, accurate and complete reporting, 44.9 percent and 44.3 percent, respectively. To ensure audit compliance and a reduction in errors, a review control process was developed and implemented. With additional attention to accuracy, the human resources staff are confident ratings in these areas will continue to improve.

i. *Records Management:*

This heading was rated quite favorably with a mean gap of 1.31. The surveys, again, reflect the value by colleagues on these issues, and attention should be directed at the accuracy and completeness of leave reports, and the timeliness in which records and requests are processed and distributed. Also, a review of processes should be undertaken to expand internal controls.

j. *Technology and Equipment:*

KH Consulting noted that a major constraint to improved services is the lack of funding and technology for administrative applications in human resources. It is acknowledged that human resources and business services use incompatible database programs to maintain and track employee data. KH recommended that human resources expand and refine mainframe database applications to provide integration of employee, payroll, benefit, and position control information.

Since the 1997 report, numerous administrative technological initiatives have been completed including e-mail program, Internet and intranet access, and training on Windows environment software programs. In addition, the human resources staff has been very fortunate to have an ITS Assistant Director to work on implementing technology changes and to support, educate, and train staff on software as new initiatives are executed. Over the last two years, the Assistant Director, ITS has conducted numerous in-house training sessions on leave and employee processing, as well as modifying program fields, and updating data entry codes. This department receives support from other ITS staff such as training on Microsoft Access, Inter- and intra-net position postings, and updating and posting forms and applications, etc.

While the technological aspects have been vastly improved, there is still a lack of funding for administrative applications most notably the still separate business services and human resources databases. The district needs to allocate

sufficient resources (financial and human) to perform the system migration required by ITS then interface the systems among human resources, business services, and the county's payroll system. The delay in performing this critical enterprise leads to the redundant data entry by human resources and payroll staff, inefficient position control systems and tracking, increases the risk of errors, and decreases customer satisfaction, as noted in the survey responses. The recommendation is to adopt new processes that incorporate technology, continue to move forward with the position control project, and purchase or program the software requisite to merge business services and human resources data.

3. Demand for Services: As a vital employer in the service area covered, Allan Hancock College has numerous employment opportunities for career-minded individuals. The district employ's more than 1,000 people in a wide array of positions including administrative, professional, clerical, information technology services, service/skilled trades, and full- and part-time faculty. During the fiscal year 2003-2004, human resources spearheaded ___ recruitments, ___ training sessions, ___ orientation sessions, hired ___ employees, participated in ___ collective bargaining negotiation and Board sessions, while managing the day-to-day operations of the department, including leave records, salary increases, reclassifications, workers' compensation, and general employee requests for information.

The 2003 human resources survey asked participants to predict the need for human resources services over the next year. 21.8 percent of the respondents reported their need for human resources services would increase while 6.9 percent reported requirements would decrease. Due to the volume of services required of the human resources staff, the current staffing level is not adequate to meet the demand for service. From the documented expectations human resources services should grow 14.9 percent, if merely to keep pace with current district requirements. Additionally, the physical space dedicated to human resources services is inadequate to provide the present requisite level of service, let alone the increasing demand on human resources.

4. Related community plans: The continuing population growth in the district's service area presents a challenge to human resources to refine recruitment efforts while expanding efforts to recruit a diverse work force reflecting the community's demographics. The recruitment efforts, obviously, will swell to meet the growth of the college as well as natural attrition. The low unemployment rate in the Central Coast area, along with the increased housing and cost of living expenses, make recruitment efforts more demanding, especially recruiting and retaining qualified classified staff. This aspect has a negative impact on staffing, customer service, facilities, and delivery systems required by human resources.

5. Neighboring college and university plans: Competition in the hiring of qualified academic and non-academic employees will continue to intensify. Higher salaries at local community colleges and rising housing costs also make it more difficult for Allan Hancock College to compete in the marketplace.

6. Future plans: Additional and on-going changes must be made to improve overall operational efficiency and customer service in human resources. Technological processes

are being reviewed and updated to expedite leave and employee processing, interface with business services, and develop more efficient applicant tracking/notification. Specific recruitment and selection processes are being assessed to enhance advertising efforts, compress timelines, and to meet constituent needs more efficiently. Other programs and processes are also under review to ensure effectiveness, responsiveness, timeliness, and conformity.

Human resources will continue to develop and update forms, place them on the intra-net for staff to utilize, and continue to offer appropriate training modules. The department will also continue the implementation of recommendations from KH Consulting, a number of which are included in this review. Cooperation and support is required from other district departments to ensure successful implementation of this review's findings.

7. Facility needs: The building is too small to provide adequate workspace for current staff members and personnel files; support the increased number of recruitments, interviews, committee meetings, and negotiation sessions. Moreover, the existing office and storage space is insufficient to absorb the growth and demands upon the department, and is substandard, presenting a poor image of the college to job applicants. In 2004, human resources lost its outside storage building X to Multimedia staff to accommodate the refurbishing of the LRC. Space is at a premium at AHC and we are all working to accommodate each other's needs. However, additional workspace is critical to the institutional effectiveness of this department.

A long-term facilities plan has been developed to relocate human resources department to a different building. Before this plan can be implemented, the voters of California must approve a facilities bond measure. After the passage of the measure, a series of other office relocations and build-outs would need to occur before commencing relocation for human resources. Under this scenario, additional space needs would not be met prior to 2010. Moreover, in *Figure 4*, of the Facilities Master Plan, building U is listed as having one point, being in poor condition, with an estimated useful building life remaining of one year. Patently, human resources will not be able to meet the needs of the district with these constraints.

8. Delivery systems required: There is an extremely high demand upon computer-based applications to perform work requirements. Therefore, technological processes and improvements are essential. The integration of processes with business services and human resources databases are immediate needs. It is also necessary to expand and refine mainframe applications to provide more integration of routine and high volume tasks, and reduce the redundancy of multiple data entries. The current computer equipment is outdated and will lack the ability to run new and larger software efficiently. The additional software and shared database is essential to meet the expanding hiring demands, as well as reduce the need for overtime and risk of errors. Efficient delivery of services between business services, human resources, ITS, and other constituents is dependent upon compatible hardware and software.

9. Staffing and customer service: In 1997, KH noted that the workload and complexity both increased significantly in human resources but the clerical-level staffing had not changed, there were problems with adequate staffing levels, and staff lacked the requisite skills and judgment for complete delegation of tasks. KH further noted the lack of

technical expertise, experience, and judgment below the Director level. KH, therefore, recommended hiring two management level positions to manage employment and day-to-day operations and to complement the Director's expertise (one Employment Manager and Training and one Compensation Manager). In 1998, one manager was hired to organize and conduct operations of the department. In 2001, the position of Manager, Employment and Training was reclassified to Assistant Director Human Resources/Equal Employment Opportunity to expand the expertise and experience of the department. In the past year, two new positions were created to address the need for additional diversity staff and recruitment: 1) Coordinator Collective Bargaining & Diversity, 2) Coordinator Recruitment Services. With these staff changes and several process and procedural improvements, the human resources staff has increased its efficiency but is unable to keep pace with the growing demands of the department.

The number one recommendation from KH Consulting was for the "Board, President, and Cabinet members to renew a focus on customer service, using the tools of technology, process redesign, and organizational restructuring." Again, KH noted that a major constraint to improved services is the lack of funding for and training in human resources applications. It was further noted that managerial time and resources for training and cross-training are inadequate, and resources for on-the-job training, such as procedural guidelines and desk guides, are restricted. Since the 1997 report, numerous training initiatives have been completed including employee information processing, forms, workers' compensation program, equivalencies, recruitment, personnel requisitioning, leave management, and various Microsoft windows applications. While the technological aspects have been vastly improved, there is still a lack of financial support and time for training since the College has not adjusted staffing levels to reflect the expanded workloads in human resources.

There appears to be a discrepancy in expectations for how the human resources department will operate and the level of services the staff provide to intra-collegiate units. Again, 89.19 percent of the respondents value human resources as an important administrative partner, though only 41.9 percent are satisfied with current services. Obviously, the campus expects a higher level of service than that currently being provided by human resources. Issues exist with meeting critical, changing, staffing, and organizational needs as evidenced by the 51.5% reporting they are dissatisfied with this aspect of human resources. Of the 71 responses received with regards to human resources being responsive to departmental needs, 45.1 percent were dissatisfied, 33.9 percent were satisfied, and the remaining 31 percent were uncertain. There is also concern on whether the human resources staff can provide qualified staffing for key functions such as recruitments, orientation, customer services, training, policies and procedures administration, and, employee and employer relations.

Information gained in this category is contradictory in some aspects. As noted, the survey indicates the need for clarification of staff duties, responsibilities, and training on technology, legal issues, and customer service skills. While 45.1 percent of respondents think human resources staff are knowledgeable in their field, only 39 percent believe human resources provides accurate information. Also, 25.9 percent respondents report that the scope and content of staff positions are not clearly defined, though 39.5 percent indicate a level of satisfaction in this area; 40.5 percent surveyed indicate that human resources staff are not adequately cross-trained to meet demand, while only 24 percent

are satisfied there is adequate cross-training; and, 49.3 percent are satisfied with standard operating procedures for leave, equivalencies, recruitments, etc., though 30.6 percent report they are not clearly defined.

The KH report indicated, and the 2003 employee survey reiterates, that college employees complain about receiving different answers to the same questions dependent on who was asked in human resources. Respondents reported 30.5 percent dissatisfaction with the information obtained from human resources stating it is not always “accurate.” In reading the written comments, however, it is noted that the perception of misinformation is often related to the fact that human resources staff are not empowered to waiver from standard procedures, make exceptions, or delineate special circumstances. Such exceptions can only be initiated and authorized by the director, human resources. KH Consulting addressed this issue under delegation and training of staff, as will this report.

While 95.2 percent of respondents report that human resources staff should provide helpful leadership and guidance, only 36.1 percent are satisfied with the level of service received. College employees also find it important, 89 percent, that human resources staff respond to questions professionally and courteously and 45.1 percent report satisfaction with services received. Another concern for respondents is the timeliness of returned telephone and e-mail inquiries. While 92.8 percent report it is important to receive timely responses from human resources, only 46.4 percent are satisfied and 30.8 percent are dissatisfied. In addition, it is reported that human resources staff do not interpret and administer policies, procedures, bargaining agreements, laws, fairly and equitably, with 24.7 percent being dissatisfied

The survey clearly shows a need for additional training both internally for human resources staff, and programs offered externally to colleagues. Survey respondents perceive that human resources staff are not adequately trained for their own positions (40 percent), they do not believe staff members are cross-trained (40.5 percent) adequately, and 36.6 percent indicate human resources does not conduct enough training on human resources processes (forms, evaluations, equivalencies, etc.).

It is also recommended that a thorough review of the processes utilized in human resources be conducted and streamlined to better serve the customer, and to utilize regular and systematic methods of communication to seek input of individuals/groups impacted by potential decisions and to better inform all staff about changes and plans in the department.

10. Organizational Structure:

a. Delegation Of Human Resources Authority

The Superintendent/President of the college has delegated the responsibility and accountability for the management of human resources to the Vice President, Business Services. This responsibility has been re-delegated to the Director, Human Resources. Each human resources staff member is responsible for managing his/her own human resources program(s) in coordination with the Director, Human Resources.

b. *Principles Of Responsibility And Accountability*

1. A person cannot delegate greater responsibility or accountability than he/she has at his/her level in the organization.
2. Responsibilities shall only be delegated to people who are qualified to perform them, and a qualified person must:
 - be actively involved in the tasks being performed
 - have the appropriate knowledge and technical skills to perform these tasks, including the knowledge of relevant regulations, policies, and collective bargaining agreements; and
 - have the authority to carry them out.
3. A person delegating responsibilities must ensure that these tasks are being properly performed.
4. The responsible person must periodically ensure that
 - each person assigned tasks that involve human resources accountability is performing her/his duties with competence, confidentiality, and honesty.
 - appropriate documentation is being collected and maintained.
5. The Director is responsible for monitoring the effectiveness of the human resources activities.
6. The Director must periodically review the official record of who is accountable for the various human resources functions.

The following organizational chart represents the current structure and personnel of the human resources department.



Staffing Profile:

The employee job titles are as follows:

Title:

Director, Human Resources	1
Assistant Director, Human Resources	1
Coordinator, Recruitment Services	1
Coordinator, Technical Services	1
Coordinator, Collective Bargaining & Diversity	1
Technical Services Specialist	1
Human Resources Assistant	1
Temporary Workers	1-2
Student Workers*	2-3

*Student workers are allowed to work a maximum of 20 hours per week during the academic school year. Depending on departmental needs, student hours vary weekly.

Again, KH Consulting reported in 1997, a customer service orientation should have high priority, but must be balanced against compliance and control requirements. To accomplish this, the mission statements, goals, and leadership must be linked to clearly articulated strategic objectives that balance the needs of efficiency, effectiveness, and control. These statements and goals are important because they define what customers can expect. Similarly, these statements help employees understand what they have to contribute, and how their efforts represent an important part of an entire process.

KH also recommended that clearly defined standard operating procedures and staff roles be delineated. They noted that the “day-to-day working style” was relatively informal and driven by collegial, peer relations, was not concentrated or channeled efficiently, and there was limited time and resources for staff training and cross training. While the human resources staff has received updated, and reclassified, job descriptions and training on specific job related processes, there is still confusion as to role, process, responsibility, and accountability.

11. Major findings and recommendations:

1. Finding:

- Mission, goals, and strategic plan are not inherent in the human resources department.

Recommendation:

- Indoctrinate department on mission and goals with an emphasis on customer service. Review the vision and mission statements and goals to determine if human resources staff members have truly embraced the content of these statements. Examine, annually, these

statements and goals to determine if they still represent the consensus of human resources staff members.

- Ensure that mission statement and goals are connected to the human resources strategic plan.
- Clarify the role each human resources staff person plays in assisting the department to achieve its vision, mission and goals.
- Utilize the vision and mission statements to help guide performance planning and evaluation, strategic planning initiatives, and internal and external communication efforts.
- Document and train staff on how their responsibilities fit into the strategic plan's implementation. Delineate how each staff members' functions impact the department's strategic plan.
- Link individual human resources staff member's performance planning and evaluation to the strategic plan.

2. Finding:

- Procedures are fragmented, inefficient, confusing, cumbersome, and not responsive to constituents' needs. Some processes create unnecessary steps for the customer of human resources services. Staff perform pieces of the same function (often differently) resulting in multiple hand-offs, confusion over roles and tasks, and lack of accountability.

Recommendation:

- Refine human resources processes. Streamline processes for the "customer's benefit" with the "one-stop shopping concept" while implementing any technology changes that may assist with this effort.
- Define clearly standard operating procedures and staff roles; ensure conformance with departmental mission and goals.

3. Finding:

Human resources services do not meet the needs and expectations of the college.

Recommendation:

- Define what customers can reasonably expect from human resources, and help employees understand their contribution and how their efforts represent an important part of the process.

- Clarify roles and responsibilities along with expectations of staff for specific duties, i.e., recruitments, orientations, leave reporting, records management, etc.
- Satisfy customers by providing consistent products and services. Allow colleagues to recognize the value of human resources' contribution to the college's mission.
- Deliver services in an efficient and cost-effective manner.
- Meet with the directors of each department and involved staff to resolve differences in the expectations versus services provided by human resources, and to develop a communication plan.
- Institute a process for evaluation and augmentation to make the program more successful.

4. Finding:

- Training and cross training of human resources staff is inadequate. Resources for staff training and cross training are limited, including managerial time, procedural guidelines, desk references guides, etc.

Recommendation:

- Commit to effective employee training and development strategies to assure staff expertise and excellence. Provide human resources training services on topics including leave processing, records management, customer service, recruitments, orientations, the use of technology, etc.
- Formalize the organizational responsibilities and standard operating procedures for all human resources positions then write, review and expand desk reference guides.
- Host interdepartmental training sessions on leave reporting; equivalency preparation; complaints and grievance handling; interpretation and administration of policies, procedures, and collective bargaining agreements; and, new hire processing.

5. Finding:

- Human resources needs to develop improved team and customer service skills.

Recommendation:

- Improve internal communication and create a cohesive human resources team. Ensure staff are committed to improving employee

relations, and, accepting responsibility for performance and accountability.

- Schedule biweekly human resources meetings to focus on and discuss issues related to: the strategic plan; accountability; examining current resource allocation; developing an effective working team; improving communication; and, conducting training initiatives. Develop an agenda for distribution to all human resources staff a minimum of 48 hours prior to the meeting. Invite staff members who are not part of the human resources team to attend as their interest warrants. Distribute meeting minutes to all members of the human resources staff and attendees.
- Pursue, aggressively, additional opportunities for collaboration with all academic and administrative units.

6. Finding:

- There is restricted access to obtaining information and/or variances from standard procedures as human resources staff do not have the authority to make decisions. Staff are hindered with this practice and constituents experience the added response time, miscommunications, and dissatisfaction with this custom.

Recommendation

- Enhance human resources' potential by delegating authority, responsibility, and accountability to the most reasonable, lowest organizational and staff levels.
- Monitor closely the department to determine if staffing levels are appropriate to provide the desired service standards.

7. Finding:

- Redundant data entry contributing to errors, omissions, overtime, auditability concerns, etc.
- Position control is a time consuming, manual operation.
- Not all computers in human resources have the requisite software to perform job functions.

Recommendation:

- Expand and refine mainframe database applications to provide integration of employee, payroll, benefit, and position control information.

- Perform system migration required by ITS to interface human resources, business services, and county payroll systems.
- Improve human resources computer hardware and software to accommodate expansion of database applications.

8. Finding:

- New hire processes are confusing and multi-tiered. New employees cannot complete all forms to ensure proper payment, benefits, and gain access to technology in one-stop. The current employee orientation program does not adequately explain district policies and procedures, college bargaining agreements, benefits, etc.

Recommendation:

- Develop a new, enhanced, standardized orientation program and record on videotape and/or CD ROM to allow greater flexibility in scheduling orientation, increase efficiency of HR staff, and standardize information presented. Include basic benefit information to simplify new hire processing. Incorporate ITS for appropriate technological accesses.

9. Finding:

- Documents and files are misplaced, typographical errors are found in recruitment documents, applicants are not notified in a timely manner, perceived unfairness in the process with changing application deadlines

Recommendation:

- Review recruitment process to expedite timelines and timeliness of applicant notifications. Use care to reduce errors, and only change application deadlines with director authorization.

12. ACTION PLAN

Findings	Recommendation	Person Responsible	Priority/Timeline	Priority Objective
Mission, goals and strategic plan are not inherent in the human resources department.	Indoctrinate department on mission and goals with an emphasis on customer service. Review the vision and mission statements and goals to determine if human resources staff members have truly embraced the content of these statements. Examine, annually, these statements and goals to determine if they still represent the consensus of human resources staff members. Ensure that mission statement and goals are connected to the human resources strategic plan. Clarify the role each human resources staff person plays in assisting the department to achieve its vision, mission and goals. Utilize the vision and mission statements to help guide performance planning and evaluation, strategic planning initiatives, and internal and external communication efforts. Document and train staff on how their responsibilities fit into the strategic plan's implementation. Delineate how each staff members' functions impact the department's strategic plan. Build personal and professional accountability into all human resources programs and practices. Link individual human resources staff member's performance planning and evaluation to the strategic plan. Integrate strategic business practices such as organizational performance measurement and assessment, leadership development, customer satisfaction management, strategic planning, and process innovation into human resources.	VP, BS Director, HR HR Staff	High/ Complete by:	Theme 2, Objective 1.2; Theme 2, Objective 2.3; Theme 2, Objective 3.3; Theme 6, Objective 5.1
Procedures are fragmented, inefficient, confusing, cumbersome, and not responsive to constituents' needs.	Define clearly standard operating procedures and staff roles; ensure conformance with departmental mission and goals.	VP, BS Director, HR	High/ Complete by:	Theme 2, Objective 1.2; Theme 2, Objective 2.3; Theme 2, Objective 3.3; Theme 3, Objective 1.4; Theme 3, Objective 2.1; Theme 3, Objective 5.3; Theme 6, Objective 5.1; Theme 6, Objective 5.2

<p>Functions and duties of human resources are not clearly understood. There is confusion, both inside and outside the department, regarding roles and responsibilities of human resources staff. Staff perform pieces of the same function (often differently) resulting in multiple hand-offs, confusion over roles and tasks, and lack of accountability. There is also a discrepancy in expectations and services provided.</p>	<p>The scope and content of positions needs to be clearly defined and communicated. Formalize organizational responsibilities and change management processes. Increase training activities. Standardize procedures and performance of tasks then develop desk guides; minimize hand-offs. Connect staff performance, goal attainment, and accountability</p>	<p>VP, BS Director, HR HR Staff</p>	<p>High/ Complete by:</p>	<p>Theme 2, Objective 2.1; Theme 2, Objective 3.3; Theme 3; Objective 1.4; Theme 3, Objective 2.1; Theme 3, Objective 5.3;</p>
<p>There is a lack of cross training, errors occur in processing documents, information is inaccurate, and staff are slow to respond. Resources for staff training and cross-training are limited, including managerial time, procedural guidelines, desk references guides, etc.</p>	<p>Cross train staff to meet peak demand periods, cover absences, and assure accurate processing and dissemination of information. Formalize the organizational responsibilities and standard operating procedures for all human resources positions then write, review and expand desk reference guides.</p>	<p>Director, HR ITS Rep HR Staff</p>	<p>High/ Complete by:</p>	<p>Theme 2, Objective 2.1; Theme 2, Objective 4.3; Theme 3; Objective 1.4; Theme 3, Objective 2.1; Theme 3, Objective 5.3; Theme 6, Objective 5.1; Theme 6, Objective 5.2</p>
<p>Human resources needs to develop improved team and customer service skills.</p>	<p>Develop a human resources service organization that is responsive to the needs of our faculty, staff, students and the community:</p> <ul style="list-style-type: none"> ○ Build personal and professional accountability into all human resources programs and practices ○ Schedule biweekly human resources meetings to focus on and discuss issues related to: the strategic plan; accountability; examining current resource allocation; developing an effective working team; improving communication; and, conducting training initiatives. ○ Ensure efficient and cost effective services ○ Collaborate with academic and critical issues ○ Develop a plan for the college's human resources needs in the 21st century ○ Implement a team-based customer service strategy 	<p>VP, BS Director, HR HR Staff</p>	<p>High/ Complete by:</p>	<p>Theme 2, Objective 1.2; Theme 2, Objective 2.1; Theme 2, Objective 2.3; Theme 2, Objective 3.3; Theme 3; Objective 1.4; Theme 3, Objective 2.1; Theme 3, Objective 5.3; Theme 6, Objective 5.2</p>

College employees complain they receive different responses to the same questions from human resources staff. There is restricted access to obtaining information and/or variances from standard procedures as human resources staff do not have the authority to make decisions. Staff are hindered with this practice and constituents experience the added response time, miscommunications, and dissatisfaction with this custom.	Enhance human resources' potential by delegating authority, responsibility, and accountability to the most reasonable, lowest organizational and staff levels. Periodic department meetings to review the status of operational issues; discuss operations improvement and service levels; review implementation status and changes in assignments, etc. Monitor closely the department to determine if staffing levels are appropriate to provide the desired service standards.	VP, BS Dir, HR HR Staff	High/ Complete by:	Theme 2, Objective 2.1; Theme 2, Objective 4.3; Theme 3; Objective 1.4; Theme 3, Objective 5.3; Theme 6, Objective 5.2
There is redundancy of data entry, increase in risk of errors, cumbersome manual position control system, and auditability concerns.	Integrate human resources and business services mainframe programs. Expand and refine mainframe database applications and incorporate a position control system.	Pres VP, BS Dir, ITS Dir, HR	High/ Complete by:	Theme 3; Objective 1.4; Theme 3, Objective 4.1 & 4.2; Theme 3, Objective 5.3; Theme 5, Objective 4.4; Theme 6, Objective 5.1; Theme 6, Objective 5.2
New hire processes are confusing and multi-tiered. New employees cannot complete all forms to ensure proper payment, benefits, and gain access to technology in one-stop.	Standardize the orientation process and develop video or CD ROM materials to complement or replace group orientation sessions: allow greater flexibility in scheduling orientation, increase efficiency of HR staff, and standardize information presented. Include basic benefit information to simplify new hire processing. Incorporate ITS for appropriate technological accesses.	VP, BS Dir, HR Dir, BS Benefits Tech Coord, Recruit ITS rep	Moderate/ Complete by:	Theme 2; Objective 1.1; Theme 2, Objective 1.3; Theme 3, Objective 1.4; Theme 3, Objective 2.1; Theme 3, Objective 3.4; Theme 3, Objective 5.3; Theme 6, Objective 5.1; Theme 6, Objective 5.2
Documents and files are misplaced, typographical errors are found in recruitment documents, applicants are not notified in a timely manner, perceived unfairness in the process with changing application deadlines	Review recruitment process to expedite timelines and timeliness of applicant notifications. Use care to reduce errors, and only change application deadlines with director authorization.	ALL	Moderate/ Ongoing and as needed	Theme 2, Objective 1.1; Theme 2, Objective 1.3; Theme 3, Objective 1.4; Theme 3, Objective 2.1; Theme 3, Objective 5.3; Theme 6, Objective 5.2

13. **Final Findings**

:

- Human resources does not offer the breadth of programs and services commensurate with the needs of this institution. Additional and alternative programs should be considered, and some current programs should be altered or eliminated.
- The climate and culture within the human resources office does not foster teamwork, collaboration, and accountability.
- Staff in human resources are not authorized to perform specific tasks due to skill level.
- Human resources does not embrace partnerships with other units on campus.

The survey has identified some issues that present cause for concern; however, it is important to note that the staff members within the human resources department possess the ability, with outside assistance, to resolve the issues identified in the survey and this report. In order for the department to achieve its vision and mission, staff members must work together to improve lines of communication, establish trust, develop a team approach to problem solving, and create an atmosphere where risk taking is encouraged. Recent staffing changes are encouraging and indicate support by the college administration. The physical facility requires additional updating if it is to adequately meet the needs of the college community.

In closing, the review team would like to acknowledge those surveyed to share their perspectives and perceptions regarding the Human Resources Department. In order to achieve its vision and mission, staff members within human resources must dedicate themselves to improving internal and external communication, seeking collaborative opportunities, improving the work environment, fostering a desire for excellence, and to removing obstacles that impede the delivery of quality programs and services. In addition, the college administration will need to provide additional financial support for facility and technological improvements, training and other program enhancements, and staffing levels. The potential exists for human resources to become a leader on the college campus, however, it will require dynamic leadership and a commitment from all facets of the college in order to fulfill that potential.

14. Anecdotal Information Gathered During Surveys:

The following selected quotations were gathered from individuals participating in the surveys. Again, they are intended to communicate a representative sampling of the opinions and sentiments reported on the surveys. This form of qualitative data is not intended as statistically valid; rather it is intended to provide a “flavor” of the diverse perspectives that contributed, in part, to the findings and recommendations of the Review Team.

- *A measure of flexibility would benefit the reputation of the HR staff.*
- *Most of the staff are courteous and professional. The secretary is a bit rude.*
- *Staff answers are not consistent and there is too much finger pointing. Staff need to accept responsibility for their behavior and actions. HR staff need additional training.*
- *This college division desperate needs: 1) more staffing at para-professional levels (not student help) 2) training in the effective use of technology 3) a close look at it's internal relationships & the reasons for the high level of tension in the office.*
- *Should be providing more _____ services, etc. Workload seems to cause problems w/timelines & consistency.*
- *I am not aware of part-time faculty leave benefits referred to. When I took a new position, I was placed on the wrong step. It was quickly fixed when I questioned it.*
- *H.R. paid me an hourly rate lower than what I was qualified for (15 yrs.) Somehow they lost my university transcript and two years of my employment record.*
- *I turned in my paperwork in a timely fashion. My file was reviewed and I was cleared to get paid. After one month of not getting a paycheck I was told my file wasn't complete. I should have been told this the previous month. I didn't get paid for two months. I just purchased a house and this was a huge financial burden. Files should be looked at more closely.*
- *HR staff is knowledgeable; however often times my phone calls go unreturned. I have heard through the grapevine that the HR dept is considered “the black hole” b/c info goes in and often times either gets lost or goes unaddressed.*
- *HR wants others to do their work; HR loses records and transcripts OFTEN; HR doesn't aim to help solve problems, but creates them with inflexibility; HR appears unorganized*
- *Lost paperwork – just about every interaction with HR is over paperwork submitted. HR denies it was received and then miraculously finds it. People in the community won't even consider working at Hancock because of the treatment by HR and not getting paid due to paperwork being lost.*
- *Many hardships have arisen for me because of Human Resources lack of accurate and timely communication. Still have not received insurance coverage for a medical leave taken a year ago. Did not receive help for denial of previous claim.*
- *I have had the pleasure of working with HR staff over the years and I have always been impressed with each and every one of them! Good job.*
- *Technology and staffing would improve things across the board.*
- *Too often all the phones are on message. They need to support each other when someone is out.*
- *The staff is courteous – they just need additional staff & cross training for key positions to keep functioning when others are on vacation, medical leaves, etc.*

- *Staff in HR should consider the impact of one area on another, i.e., in the spring, many 170-day people were not rehired, yet they all received a notice to update their TB test.*
- *Good Job!*
- *The accuracy of the info depends on who you contact. The leave statement should be updated frequently & a copy given to the employee on a monthly basis. The current format is confusing. This info should also be available on demand via a phone call. At times certain staff members are arrogant & rude.*
- *Inability to get a person on the phone when calling – usually sends you to voicemail box.*
- *My biggest problem with HR information is the accuracy of my leave time and comp time use. I have had problems with HR with information regarding workers comp. Processes.*
- *1 & 2 answers mainly apply to some staff (not all) who are rude, although lately this seems to be improving.*
- *HR is a mess. This would be useful to give to exiting employees (many whom quit due to HR).*