



# Institutional Unit Annual Review (AUR)

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*Integrated Planning Template - Fall 2025*

**Note:** This process is completed annually by KCCD Office Units. A full review (all sections) is submitted in odd years (e.g., 2025), and an abbreviated update (Sections I, II, III, and VI only) is submitted in even years (e.g., 2026).

**Unit/Department Name:**

Human Resources

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**Review Period:**

2025-2026

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**Prepared By:**

Rian Medlin

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**Date Submitted:**

February 9, 2026

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## I. Executive Summary & Mission Alignment

**Executive Summary:**

The Human Resources Department at the Kern Community College District (KCCD) functions as a districtwide strategic partner, advancing an integrated workforce model that directly supports student success, institutional effectiveness, and equity across Bakersfield College, Cerro Coso Community College, and Porterville College. HR provides leadership and operational support in talent acquisition, onboarding, employee and labor relations, benefits, payroll, compliance, and professional development. Central to this work is ensuring consistent, high-quality HR practices that strengthen the employee experience and enable the colleges to meet KCCD's strategic priorities.

In 2024–2025, HR achieved several major milestones that improved both efficiency and

compliance. These include implementation of a new management and confidential salary schedule aligned to internal equity and tenure; full deployment of electronic onboarding districtwide; transition to the Maxient complaint management system; development of an online Employee Resource Guide; and expansion of compliance training through Keenan Safe Colleges. HR also sustained collaborative labor relations through Interest-Based Bargaining and strengthened recruitment pipelines through statewide outreach. Key metrics reflect the scale of HR's impact: 20,695 applications processed across 1,068 recruitments, 4,237 W-2s issued, an average time-to-fill of 99 days, and administration of 1,707 benefits enrollments, supporting a workforce of 558 classified staff and 266 managers.

Building on this foundation, HR is advancing a restructuring that shifts the department from a decentralized, transactional model to a functionally aligned, expertise-driven structure with strong campus partnerships. Over the next two years, HR will implement this model to improve consistency, reduce reliance on external resources, and enhance service delivery in critical areas such as employee relations, recruitment, and compliance. Strategic priorities include expanding DEIA-focused hiring practices, deploying AI-assisted workflow tools, launching Electronic Personnel Action Forms (EPAF), and strengthening professional development through the Vision Resource Center and the Center for Wellness and Success. Collectively, these efforts position HR to deliver a more agile, data-informed, and equitable workforce system that supports KCCD's "Future Forward" goals.

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#### **Unit Mission Statement:**

The Human Resources Department is committed to advancing student success by cultivating a high-performing, diverse, and supported workforce. Through strategic partnership with the colleges and district leadership, HR delivers equitable, consistent, and innovative services in talent acquisition, employee relations, total rewards, compliance, and professional development. We promote a culture of accountability, inclusion, and continuous improvement while leveraging data, technology, and best practices to enhance the employee experience and strengthen institutional effectiveness across the district.

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#### **Scope of Services and Key Functions:**

The Human Resources Department provides comprehensive, districtwide services that support the full employee lifecycle and ensure effective, compliant, and equitable workforce practices across all KCCD colleges and operations. Core services include:

**Talent Acquisition & Workforce Planning:** Recruitment, selection, onboarding, classification, and position control to attract and retain a highly qualified and diverse workforce.

**Employee & Labor Relations:** Guidance on performance management, conflict resolution, investigations, discipline, contract interpretation, and collective bargaining support.

**Compensation & Classification:** Salary administration, job analysis, classification studies, and oversight of equitable and competitive compensation structures.

**Benefits Administration:** Management of health and welfare programs, retirement systems, leave administration, and employee support services.

**Payroll & HRIS Operations:** Accurate and timely payroll processing, HR systems management (e.g., Banner, onboarding platforms), data integrity, and reporting.

**Compliance & Policy Administration:** Implementation and monitoring of federal, state, and local regulations, Board Policies, Administrative Procedures, and EEO requirements.

**Equal Employment Opportunity (EEO) & DEIA Initiatives:** Oversight of equitable hiring practices, training, and initiatives that promote diversity, equity, inclusion, and accessibility.

**Professional Development & Training:** Districtwide learning opportunities, compliance training, leadership development, and employee resource tools.

**Organizational Development & Change Management:** Support for restructuring, workforce planning, and initiatives that improve operational effectiveness and service delivery.

**Technology & Process Improvement:** Implementation of HR technologies (e.g., electronic onboarding, EPAF), workflow automation, and continuous process improvement.

Through these integrated services, HR ensures consistency across colleges, strengthens institutional capacity, and enables employees to effectively support student achievement and district strategic goals.

**Primary Service Recipients/Customers:**

The Human Resources Department serves all Kern Community College District (KCCD) employees—including academic faculty, classified professionals, management, temporary employees, and student workers across the District Office and Bakersfield College, Cerro Coso Community College, and Porterville College. HR operates in a dual role: as a strategic partner and advisor to management on workforce, compliance, and organizational matters, and as a resource to employees to ensure fair, consistent, and equitable application of policies and practices.

In addition, HR supports a broader group of stakeholders—including applicants, retirees, and districtwide governance and committee structures by providing guidance, resources, and expertise related to employment processes, regulatory compliance, and workforce initiatives.

### **How the Unit Supports Student Success and Equity:**

The Human Resources Department advances student success and equity by ensuring that Kern Community College District (KCCD) recruits, develops, and retains a highly qualified, diverse, and student-centered workforce across Bakersfield College, Cerro Coso Community College, and Porterville College. By embedding diversity, equity, inclusion, and accessibility (DEIA) principles into hiring, onboarding, and professional development processes, HR helps create a workforce that reflects and effectively serves the district’s diverse student population.

HR supports student success indirectly but impactfully by enabling colleges to operate efficiently and consistently. This includes reducing time-to-fill for critical positions, ensuring compliance with state and federal regulations, and providing guidance that allows managers and faculty to focus on teaching, learning, and student support services. Through equitable hiring practices, structured screening processes, and EEO training, HR works to reduce bias and expand access to employment opportunities, which in turn enhances the quality and inclusiveness of instruction and services provided to students.

Additionally, HR promotes a positive and supportive work environment through employee relations, wellness initiatives, and professional development opportunities. These efforts contribute to employee engagement, retention, and effectiveness, key factors in delivering high-quality educational experiences. Investments in technology, such as electronic onboarding and planned workflow automation, further improve service delivery and allow resources to be directed toward student-facing priorities.

By aligning its services with KCCD’s strategic goals, HR strengthens the institutional capacity of the district, ensuring that employees are equipped, supported, and accountable in advancing equitable outcomes and student achievement.

## **II. Staffing Profile & Changes**

### **Current Organizational Chart or Staffing List:**

[HR Org Chart PROPOSED 01-2026.pdf](#)

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### **Review of Organizational Structure:**

The current organizational structure of the HR Department is centralized at the District Office with distributed support at each college site, ensuring districtwide consistency while addressing

campus-specific needs. Reporting lines flow from the Vice Chancellor of Human Resources to directors, specialists, technicians, and assistants. Key positions include:

- Vice Chancellor, HR (Rian Medlin): Oversees all HR operations, strategic planning, and ensures districtwide compliance with collective bargaining agreements, state and federal laws, etc.
- Director of Human Resources Operations (Gina Duran): Manages day-to-day HR activities, recruitment, and service delivery.
- Campus HR Directors: Acting Director at BC (Anna Gonzalez), Director at PC (Tashina Pearson), Director at CCCC (Laci Farris) – provide on-site leadership for recruitment, employee relations, and compliance.
- HR Specialists (Classified & Temporary: Norma Castro; Faculty: Temporarily Vacant; Adjunct: Luisa Perez): Engage in complex, multifaceted responsibilities overseeing the administrative and ancillary operations of the Human Resources department. This encompasses evaluating recruitment and selection processes, managing employment services, administering the Human Resources Information System (HRIS), safeguarding confidential and general employment records, devising projects and reports, and preparing/submitting internal and external reports.
- HR Technicians (Emily Alcala, Justin Burt, Lori Carlson, Lisa Escalante, Ashley Esparza, Kellie Tucker, Tara Ritchie,): Perform a variety of complex technical tasks and comprehensive personnel services for academic and classified employees, support operational tasks such as background checks, onboarding, and clerical duties.
- HR Assistants (Rhiannon Beltran, Zulema Castillo, Christopher Glaser, Ashley Jaramillo, Robin Jones, Veranda Kuhar): Perform personnel clerical duties in the areas of recruitment, examination, placement and maintenance of personnel records and files, and the preparation of related reports; provide information and assistance in person and on the telephone to College personnel, staff and the public regarding personnel matters.
- Benefits Staff (Benefits Specialist: Gina Banducci): Manage benefit enrollments.
- Other Roles: Administrative Assistant (Mary Westberry)

**Notable Staffing Changes:**

In January 2025, a notable transition occurred within the Human Resources department with the appointment of new interim leadership. Toward the end of 2025, the permanent search for the Vice Chancellor, Human Resources was completed with the new permanent VC starting in January 2026.

### III. Look Back: Assessment and Gap Analysis

#### Narrative Summary of Major Projects/Initiatives:

Over the past review period (2024-2025, with ongoing efforts into 2025-2026), the Human Resources (HR) Department achieved several major milestones that enhanced operational efficiency, compliance, and support for the Kern Community College District's (KCCD) workforce. Key projects included the full implementation of electronic onboarding for classified, management, and faculty positions across all campuses and the district office, which streamlined new hire processes and reduced paperwork. The migration from Ethicspoint to Maxient for complaint management improved tracking and resolution of investigations, while the creation of an online Employee Resource Guide provided accessible resources for staff. HR also advanced compliance through platforms like Keenan Safe Colleges for mandatory trainings and participated in statewide job fairs via the CCC Registry and more recently at State Center in Fresno to improve recruitment efforts, and integrated NEOED with the I-9 Federal System E-Verify. Additionally, the department will be implementing Employee Self Service 9 and Leave Reporting and Timesheets.

Other initiatives involved HRIS enhancements, such as automating the Faculty Load and Compensation module, and adopting Interest-Based Bargaining for CSEA negotiations to maintain positive union relations. These efforts resulted in measurable outcomes, including an increase in districtwide recruitments and the processing of 20,695 applications.

The impact of these accomplishments has been significant on service quality and student success. By automating processes and improving data integrity, HR reduced administrative burdens, allowing faculty and staff to focus more on student engagement and equity initiatives. Enhanced EEO and DEIA practices promoted diversity in hiring, aligning the workforce with KCCD's diverse student population of over 35,000 across Bakersfield College, Cerro Coso Community College, and Porterville College. Compliance trainings mitigated workplace risks and fostered a safer, more inclusive environment. Overall, these initiatives supported districtwide goals by ensuring a skilled, supported workforce that advances equitable student outcomes, operational excellence, and alignment with the "Future Forward" strategic plan.

#### Service Area Outcomes (SAOs) & KPIs

| Outcome or Indicator | SAO/KPI Description     | Assessment Method(s)            | Target              | Prior Year Result      |
|----------------------|-------------------------|---------------------------------|---------------------|------------------------|
| Applicant Tracking   | Transition to NEOED for | Track requisition routing time; | Full implementation | Partially implemented; |

| <b>Outcome or Indicator</b>      | <b>SAO/KPI Description</b>  | <b>Assessment Method(s)</b>   | <b>Target</b>   | <b>Prior Year Result</b>   |
|----------------------------------|---|---|---|--|
| System - NEOED                   | electronic recruitment, hiring, and onboarding processes, enhancing efficiency and data reporting for diversity tracking.                     | Supervisor and new hire surveys; Measure screening to onboarding time; Data reporting evaluation.               | ensuring NEOED meets needs and provides required reports.           | reevaluate under new leadership  |
| Self Service for Leave Reporting | Activate Banner Self-Service for direct employee absence posting and electronic routing.  | Assess manual input time; Measure processing time reduction and accuracy in leave balances.                     | Reduce processing time; Achieve greater accuracy in leave tracking. | Ongoing; Re-evaluated to improve paper-based processes.                |
| Diversity Hiring Practices       | Review EEO longitudinal data for multiple measures compliance with State Chancellor's Office.   | Incorporation into EEO Plan assessments.  | Ongoing Compliance  | Ongoing  |
| Employee Evaluation Process      | Ensure timely evaluations for all classifications; Support feedback and succession planning.  | Completion rates; Accreditation compliance; Feedback mechanisms.  | 60% Completed   | Ongoing  |
| E-Verify Integration with NEOED  | Addition of E-Verify component to NEOED for automated employment eligibility verification, ensuring compliance with federal immigration laws. | Verification completion rates; Compliance audits; Error reduction in eligibility checks; User feedback surveys. | 80% integrated with 100% compliance and seamless processing.        | Implemented; Enhanced NEOED functionality for automated verifications. |

### **Gap Analysis Narrative:**

The Human Resources Department's performance against established Service Area Outcomes (SAOs)/Administrative Unit Outcomes (AUOs) and Key Performance Indicators (KPIs) reveals a

mix of significant achievements and targeted areas for improvement, as detailed in the table above. Strengths are evident in compliance-driven and digital transition initiatives, while gaps primarily stem from staffing constraints, data integrity challenges, and the demands of a growing, competitive labor market.

Areas of Strength and Targets Met/Exceeded HR successfully completed or made substantial progress on several high-impact outcomes. The full integration of E-Verify into NEOED represents a notable compliance win, achieving 100% automated employment eligibility verification with seamless processing and no reported errors, directly enhancing federal compliance and reducing manual risks in onboarding. Diversity Hiring Practices were fully completed, with longitudinal EEO data confirming alignment with State Chancellor's Office multiple measures. Hiring Committee Training and Evaluation also met completion targets.

Identified Gaps and Variances Despite these gains, variances persist in several operational metrics. NEOED implementation, while advanced with the successful E-Verify addition, remains only partially complete for broader features like full electronic exits and advanced reporting, with supervisor/new hire surveys highlighting occasional workflow friction. Banner Self-Service modules (e.g., leave reporting and electronic EPAFs beyond student pilots) are ongoing rather than fully realized, delayed by persistent HRIS data integrity issues and staffing transitions. The Employee Evaluation Process continues as ongoing rather than achieving the 100% timely completion target critical for accreditation and succession planning.

## **IV. Look Forward: Two-Year Strategic Plan**

### **Goal 1**

#### **Goal Title:**

Reduce Average Time-to-Fill for Positions

#### **Strategies & Action Items:**

By June 30, 2027, reduce the districtwide average time-to-fill for all positions from 99 days to under 80 days, measured quarterly via NEOED recruitment data, by streamlining processes and addressing bottlenecks identified in the gap analysis.

#### **Timeline:**

Quarterly Review by College HR Directors.

#### **KCCD Strategic Goal Alignment:**

Student Culture, Employee Culture, Employee Technology

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## **Goal 2**

### **Goal Title:**

Achieve Full Digital Transformation of Key HR Processes

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### **Strategies & Action Items:**

By December 31, 2026, fully implement and automate at least 80% of remaining manual processes (e.g., Banner Self-Service for leave reporting, electronic EPAFs for all temporary hires), measured by completion audits and user adoption rates exceeding 90%, to eliminate data integrity issues and reduce administrative burdens.

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### **Timeline:**

Review Quarterly with HR Directors and Business Analyst

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### **KCCD Strategic Goal Alignment:**

Student Culture, Student Technology, Employee Culture, Employee Technology

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## **Goal 3**

### **Goal Title:**

Streamline Temporary Employee Agreement Hires

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### **Strategies & Action Items:**

By June 30, 2026, implement a streamlined onboarding process for temporary employees that reduces the average hiring timeline from six weeks to two weeks through the adoption of automated digital platforms for background checks, TEA signing, and onboarding while ensuring compliance with equity standards.

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### **Timeline:**

Completion by June 30, 2026.

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### **KCCD Strategic Goal Alignment:**

## **Goal 4**

### **Goal Title:**

Build a positive and respectful workplace culture through strengthened HR infrastructure and leadership development.

### **Strategies & Action Items:**

1. Employee Relations - Reduce average investigation completion time from intake to determination by 30%
2. Leadership Development - Provide structured training to 100% of supervisors and managers annually
3. Organizational Development - Implement districtwide leadership development programs with 75% participation among managers
4. Workplace Climate - Reduce repeat employee relations complaints within the same department by 20%

### **Timeline:**

Year 1 – Establish Operational Coordination

Focus on strengthening coordination of HR functions and establishing consistent practices across the District.

Clarify functional responsibilities within District Human Resources

Establish consistent procedures for employee relations matters, investigations, and compliance coordination

Implement case tracking and improve timelines for resolving workplace concerns

Improve coordination between District HR and campus-based HR staff

**Outcome:**

**Improved consistency in HR practices and more timely response to employee relations matters.**

**Year 2 – Improve Core HR Services**

**Focus on improving recruitment processes, leave administration, and support to supervisors.**

**Improve coordination of recruitment processes and hiring timelines**

**Strengthen administration of complex employee leave programs**

**Expand support for supervisors managing employee relations and workplace issues**

**Improve consistency in HR guidance provided across colleges**

**Outcome:**

**More efficient hiring processes and more consistent administration of employment regulations across the District.**

**Year 3 – Strengthen Leadership Development and Workplace Climate**

**Focus on long-term organizational development and workplace culture.**

**Implement districtwide supervisor and leadership development initiatives focused personnel management**

Expand training related to workplace expectations, conflict management, and performance management

Provide proactive support to departments experiencing workplace challenges

Outcome:

Stronger leadership capacity and improved workplace climate across the District.

**KCCCD Strategic Goal Alignment:**

Employee Culture

## **Goal 5**

**Goal Title:**

HR Restructuring Implementation: Functional Alignment and Service Delivery Improvement (2026–2028)

**Strategies & Action Items:**

Define and Implement Functional Structure: Establish clearly delineated HR functional areas (e.g., recruitment, employee relations, classification/compensation, compliance) with defined roles, reporting lines, and accountability.

Develop Standardized Processes: Create and implement districtwide standard operating procedures (SOPs), workflows, and service expectations to ensure consistency across Bakersfield College, Cerro Coso Community College, and Porterville College.

Strengthen Campus Partnership Model: Maintain dedicated HR points of contact for each college while aligning them within functional expertise areas to balance responsiveness with consistency.

Build Internal Expertise: Provide targeted training and professional development to deepen staff expertise in key areas such as employee relations, investigations, classification, and compliance, reducing reliance on external consultants.

Leverage Technology and Automation: Implement and expand tools such as Electronic

Personnel Action Forms (EPAF), applicant tracking enhancements, and workflow automation to improve efficiency and data accuracy.

**Enhance Data and Metrics Tracking:** Develop dashboards and reporting mechanisms to monitor key performance indicators (e.g., time-to-fill, case resolution timelines, onboarding completion rates) and inform decision-making.

**Improve Communication and Change Management:** Develop a communication plan to clearly articulate restructuring goals, timelines, and impacts to stakeholders, and provide ongoing updates and feedback channels.

**Align with Equity and Strategic Priorities:** Integrate equity-focused practices into all HR functions, including recruitment, hiring, and professional development, to support KCCD's student success and equity goals.

**Evaluate and Adjust Implementation:** Conduct regular assessments of the new structure and processes, incorporating stakeholder feedback to refine and improve service delivery over time.

**Timeline:**

Spring–Summer 2026 (Planning, Recruitment & Initial Implementation)

1. Finalize HR restructuring framework, including functional areas, roles, and reporting lines
2. Secure approvals and funding for new positions, including Associate Vice Chancellor (AVC) and Executive Assistant
2. Recruit, select, and hire AVC and Executive Assistant with a target start date of July 1, 2026
4. Engage stakeholders (Cabinet, Consultation Council, college leadership) for input and alignment
5. Develop communication plan and detailed implementation roadmap
6. Begin drafting standardized SOPs and workflows

Fall 2026 (Leadership Onboarding & Structural Launch)

1. Onboard AVC and Executive Assistant and operationalize leadership structure
2. Launch new HR functional alignment and assign staff to defined areas

3. Implement initial SOPs and establish districtwide service standards
4. Formalize campus partnership model with designated HR contacts
5. Initiate targeted staff training to build functional expertise

#### Spring 2027 (Position Implementation & Technology Integration)

1. Assess additional staffing needs and implement any remaining position realignments or recruitments
2. Continue embedding functional roles and clarifying responsibilities across the team
3. Implement key technology enhancements (e.g., EPAF, workflow automation, system improvements)
4. Launch HR metrics dashboards to track performance (time-to-fill, case resolution, onboarding timelines)

#### Fall 2027 (Stabilization & Optimization)

1. Evaluate effectiveness of new structure, leadership model, and staffing alignment using data and stakeholder feedback
2. Refine workflows, staffing distribution, and service delivery model as needed
3. Expand inclusive focused hiring, training, and professional development initiatives

#### 4. Spring 2028 (Full Implementation & Continuous Improvement)

5. Achieve full operational integration of the restructured HR model and staffing plan
6. Demonstrate measurable improvements in service delivery, consistency, and efficiency
7. Institutionalize continuous improvement practices, ongoing assessment, and workforce planning strategies

#### **KCCD Strategic Goal Alignment:**

## **V. Resource Requests & Prioritization**

### **Staffing Requests:**

## Priority 1 (Critical)

Associate Vice Chancellor, Human Resources (1.0 FTE)

Executive Assistant, Human Resources (1.0 FTE)

Rationale: Establishes executive leadership and operational infrastructure necessary to launch and guide the HR restructuring, ensuring alignment, accountability, and effective implementation.

## Priority 2

Director, Employee & Labor Relations (1.0 FTE)

Talent Acquisition Manager (1.0 FTE)

Leave of Absence Manager (1.0 FTE)

Organizational Development & Training Manager (1.0 FTE)

Rationale: These roles operationalize the functional HR model by establishing dedicated leadership and subject matter expertise in critical service areas. This phase strengthens internal capacity, improves consistency in service delivery, reduces reliance on external resources, and enhances the District's ability to proactively support employees and managers.

## Priority 3 (Moderate – FY 2027–2028)

HR Technician (1.0 FTE) – Bakersfield College

Department Assistant III (1.0 FTE) – District Office

Rationale: These positions provide essential operational and administrative support to sustain increased service demands under the restructured model. By strengthening frontline capacity, HR can improve responsiveness, processing timelines, and overall service quality, allowing functional leads to focus on strategic and complex work.

## Cost Efficiency and Reduction of External Services

The proposed staffing model also reflects a strategic shift toward building internal expertise and reducing reliance on external consultants and legal services currently utilized for core HR functions. Due to capacity and subject matter gaps, particularly in employee relations, investigations, classification/compensation, and leave administration, the District has incurred ongoing costs for outside support that are more appropriately handled within a mature, functionally aligned HR organization.

Investing in dedicated HR leadership and specialized roles will allow the District to internalize these functions, resulting in more timely, consistent, and cost-effective service delivery. While the addition of positions represents an upfront investment, it is expected to offset and ultimately reduce expenditures on external legal counsel and consulting services over time.

Equally important, internalizing this expertise strengthens institutional knowledge, improves responsiveness to issues, ensures greater consistency in decision-making, and reduces risk exposure. This approach balances fiscal responsibility with operational effectiveness, positioning HR to deliver higher-value services that directly support employees, managers, and ultimately student success and equity across the District.

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### **Professional Development Requests:**

To achieve the strategic goals outlined in Section IV—reducing time-to-fill, advancing digital transformation, and streamlining Temporary Employee Agreement (TEA) hires—the Human Resources (HR) Department requires targeted investments in staffing, technology, and professional development. These requests are data-informed and directly address operational gaps identified in Section III, including persistent vacancies contributing to a 94-day average time-to-fill, delays in Banner-related processes, and increased workload driven by recruitment volume. Without these investments, HR will continue to experience capacity constraints and process inefficiencies that create bottlenecks in hiring and onboarding. These delays have a direct downstream impact on student success by slowing the placement of faculty and staff critical to instruction, student support services, and equity-focused initiatives across the district.

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### **Facilities, Equipment & Space Requests:**

To support the HR restructuring and increased operational demands, the Human Resources Department requires strategic investments in workspace, equipment, and functional infrastructure for new positions.

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### **Technology Requests:**

One-time budget request to purchase additional modules for the NEOED Platform in Analytics and Reporting, as well as a LMS for mandatory training (Vision Resource Center)

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## **VI. Follow-Up on Prior Requests**

## **Resource Request Follow-Up:**

The HR team presented multiple resource requests designed to improve operational efficiency, advance equity in recruitment processes, and bolster employee growth throughout the college district. These encompassed budget allocations for advanced technology to enhance laptops for fingerprinting at every college, along with computer equipment for incoming HR staff. Funds were also requested for professional development in coaching, Ed Code training, Frisk Training, Title IX compliance, and diversity, equity, and inclusion programs, as well as additional personnel to address grievance backlogs and oversee labor relations.

Several of these requests were fulfilled via the redistribution of existing budgets. For example, the technology tool proposal was approved, leading to the purchase of computers for new employees. The laptop upgrades for fingerprinting at each college, however, are still pending. Trainings were effectively delivered through providers including AALRR, LCW and the ACHRO Conference.

## **VII. College Feedback**

### **Incorporation of College Input:**

Over the past year, the Human Resources department has achieved substantial advancements in executing the project objectives outlined in the prior Administrative Unit Review. The team remains dedicated to adopting a methodical and tactical strategy to reach its targets with the highest level of effectiveness.

The Human Resources department will keep strengthening a unified and reliable partnership between the district office and the colleges, with the goal of delivering assistance that enables them to fulfill their missions and advance the aims of student learning, success, and institutional performance. Additionally, the department will sustain its support for the colleges to ensure that human resource functions operate seamlessly and effectively.

### **Department Response to Feedback:**

HR actively incorporates feedback from college partners and stakeholders to refine processes and align with districtwide priorities, ensuring a collaborative approach to service delivery. Feedback is gathered through multiple channels, including feedback from supervisors on requisition routing and onboarding experiences, employee evaluations of hiring committee trainings. Additionally, direct input comes from districtwide committees, such as the EEO Advisory Committee, Job Description Review Committee with CSEA union representatives. For instance, colleges provided insights on professional development needs, leading to discussions on HR's role in implementation and tracking, and influenced the adoption of additional training platforms. Collaboration with Bakersfield College's Job Placement for piloting electronic EPAFs and with IT for HRIS enhancements further integrated campus-specific requirements.

This input has been reviewed and incorporated into the current review by adjusting goals to address identified needs, such as enhancing DEIA in hiring to better reflect student

demographics and automating workflows to reduce administrative burdens on campuses. For example, college feedback on compliance training timelines contributed to the full implementation of electronic onboarding, improving efficiency across Bakersfield College, Cerro Coso Community College, and Porterville College. Positive stakeholder relationships with unions (CCA and CSEA) have been maintained through Interest-Based Bargaining, fostering trust and informing labor relations strategies.

Moving forward, HR's collaboration will be strengthened by expanding regular feedback mechanisms, such as monthly check-ins with college HR directors and by conducting annual surveys to evaluate the quality of HR Services.