



2016-17

Kern Community College District

District Office Administrative Unit Review

→ Human Resources

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Submitted by: Sokha Song

Executive Summary

a) **In one paragraph or with bullet points, summarize the key points learned in this evaluation.** *[list the highlights of the document]*

- a) The District received \$60,000 in diversity funds from the State Chancellors office requiring specific measures for improving faculty and staff diversity.
- b) Human Resources developed and implemented a training program regarding the updates to Title IX – Sexual Violence requirements; as a result of the implementation of the Office of Civil Rights (OCR's) 2011 *Dear Colleague Letter* and recent high profile cases that have resulted in re-affirming obligations for responding to sexual violence in the educational environment.
- c) Human Resources have maintained ACA compliance requirements to date, completed training, and will continue to implement the ACA changes in the future as necessary.
- d) The Human Resources department has the expertise to address all Employee Discipline Dismissal and Release issues.
- e) The Human Resources department has developed an effective labor relationship with CSEA and CCA negotiators.
- f) The Human Resources department collaborated with the CFO in completion of a management market salary survey for the 2015-2018 Fiscal Year.
- g) The Human Resources department has successfully implemented medical insurance migration from the Kern Community College single credible district medical insurance program to the SISC statewide pool medical insurance program serving over 300,000 employees in California's K-12 and Community College System.

Future Directions of the Unit

a) How will your unit address internal and external trends in the next 3-5 years? *[how will the unit respond and improve in the future]*

We have outlined the trends below. We will analyze these trends to understand the impact, priority and method of addressing each.

INTERNAL TRENDS

Meeting Faculty Obligation Number (FON) and the 50% law.

- a. Work with the colleges to develop a feasible recruitment plan for all faculty positions.
- b. Ensure that all new classified and management positions are assessed for impact on 50% law.
- c. Ensure that classifications are designated properly within the unit.

Benefits negotiations to transition the District to a more cost effective and competitive benefits plan for all employees with a target effective date of 11/01/2016.

Increased Use of Technology

- Improve our human resources information technology systems by transitioning to Banner XE and Work Day.
- Transition of On Boarding New Hires electronically to expedite the new hire process.

EXTERNAL TRENDS

We have employment opportunities to have the faculty reflect the diverse communities we serve.

Ensure that demographics are monitored by Human Resources.

- a. Engage the Equal Employment Opportunity Advisory Committee to participate in attracting qualified applicants from the diverse communities we serve.
- b. Train new EEO representatives to serve in hiring committees.

- c. Make budget augmentation request of \$25,000 to cover additional expenses for advertisement in publications and materials to attract underrepresented applicants.

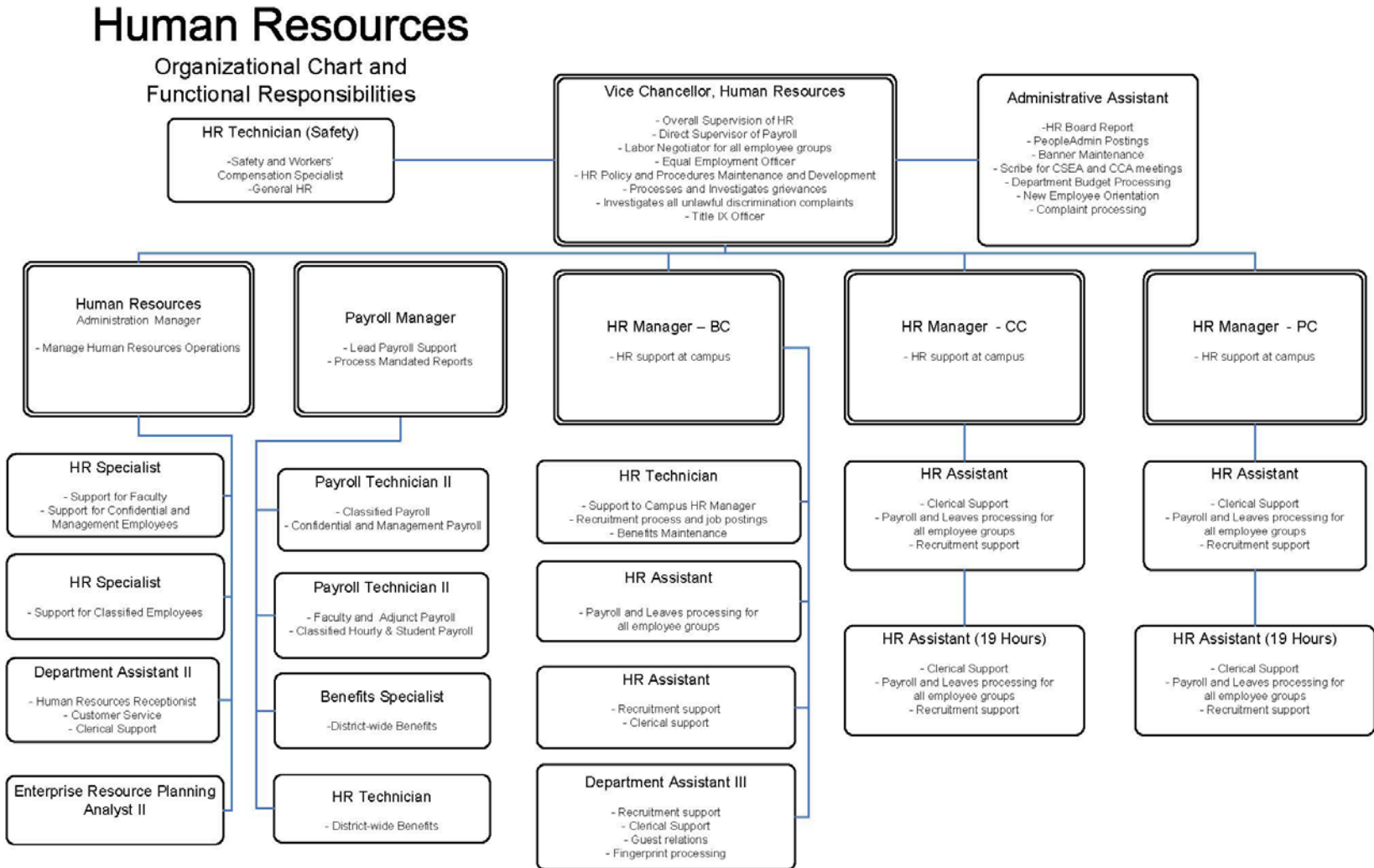
Section One: Unit Overview

- a) **What is the purpose of the unit and what populations (internal and external) are served by the unit?** *[why does the unit exist and how does the unit support the mission and vision of the Kern Community College District; who benefits directly from the services provided by the unit]*

Human Resources (HR) is dedicated to providing professional, confidential and cost-effective assistance to all employees and other customers in the areas of recruitment and retention of academic, classified and administrative employees. Our responsibilities include new hire orientation, employee benefits, employee/labor relations, collective bargaining, safety, salary administration, job classification, Board and HR policy, employee discipline and terminations, workers' compensation, training and equal employment opportunity.

Human Resources serves a dual role: as an internal consultant to management on HR-related matters and as an advocate for employees. Human Resources is wholly committed to the development and implementation of HR programs that will assist or enable employees to better serve the greater learning community of the Kern Community College District.

b) How is the unit structured within the district? Modify the org chart template below to illustrate the unit's organization.



Section Two: Administrative Unit Outcome)

a) **List all the AUOs for the unit.** AUOs describe what a customer or end-user will understand, experience or obtain as a result of the service the unit provides. Specify the time-period in which each AUO will be assessed (focus on 1 to 3 assessments per year). Describe the method of assessment and the criteria used to determine success.

Administrative Unit Outcomes (A)	Strategic Plan Alignment	Review Period	Method of Assessment	Desired Results
<p>Establish new practices to meet the Districts' expedient job growth in classified, management, and FON by having a recruiting, selection, and hiring process that produces the best qualified staff to serve our demographics of students.</p>	<p>Goal 1: Improve the recruiting, selection, and hiring process through refining, standardizing and automating our processes.</p>	<p>2017-2018</p>	<p>Review, update, and standardize our selection process incorporating PeopleAdmin and using banner as our system of record. Implement changes into current policies and directives.</p>	<p>Process, including onboarding new employees, will all be electronic. All new and revised policies will be Board approved.</p>
<p>Build a training and professional development program to provide employees an opportunity to increase their professional knowledge and enhancing their promotional opportunities.</p>	<p>Goal 4: Strengthen Organizational Effectiveness</p>	<p>2017-2018</p>	<p>Implement succession and upward mobility plan. Crosstrain Staff will participate in the trainings below to expand professional skills, knowledge, and certification. Association of Chief Human Resources Officer Central Valley HR consortium Southern 30 Training Ellucian ACCA sponsored trainings, conferences, and workshops Participate in online trainings from Liberty, Cassidy & Whitmore</p>	<p>Increase technical and professional knowledge of employees. Provide opportunity for staff to obtain knowledge and/or skills needed to compete and be effective in higher position.</p>

b) Summarize the results from any AUOs evaluated during the past year providing details regarding findings and plans for change or improvement.

AUO: The District Office HR conducted a survey to review its' service delivery satisfaction as well as the selection committee's effectiveness in the hiring process, and execution of policies, and procedures.

The survey was sent electronically to 106 DO employees. Over a period of twelve days, 72 employees completed a survey, corresponding to a 68% response rate. Over half of the respondents (56%) contact KCCD's HR office multiple times per semester. Managers and Classified Staff both reported high contact with the KCCD HR office, although Managers reported a moderately higher usage than Classified Staff.

The majority of respondents contact KCCD's HR office for "Employee Benefits" (58%). The next most selected reason for contacting HR is for "New Hire Process" (39%).

The vast majority of respondents agreed or strongly agreed that "KCCD's HR office responds to questions or concerns in a timely manner" (90%) and "KCCD's HR office treats questions or concerns with respect" (89%). The statements that received the lowest amount of agreement were "KCCD's HR office is easily accessible" (78%) and "In general, I am satisfied with KCCD HR office" (79%).

In general, screening committee participants indicated their committee work was a positive experience. The areas with the highest amount of agreement were "I received sufficient training on what the committee could/could not ask" (92%) and "I felt comfortable voicing my opinion about the candidates" (88%). The area with the lowest amount of agreement was "The current hiring process results in KCCD making the best possible hires" (60%).

The table below shows a breakdown of the respondents by employee type compared to the DO employee population at the time of the survey administration.

	Total Respondents	% of Total Respondents	DO Population	% of DO Population
Managers	24	33%	34	31%
Classified Staff	41	57%	58	53%
Professional Experts	7	10%	17	16%
Total	72		109	

Future Directions in Response to Survey: District Office's initial employment process needs to improve in the following areas:

- Demand and implement improvement in online application portal with PeopleAdmin to address slow processing time with uploaded application documents, unfriendly end-user screen and unfriendly admin-use screen.
- Develop a strategy to provide analysis and services for attracting and re-training qualified faculty and staff
- The district needs to better align management positions with applicants that have the business acumen, behavioral profile, and leadership skillsets required for management positions at KCCD.

AUO: Actions and Outcomes

- Collaborate with PeopleAdmin staff to address concerns
- Collaborate with PeopleAdmin and HRIS to effectively track applicants and integrate data into Banner
- Administer a survey at the conclusion of a screening committees to gain timely feedback, update or correct process as well as to ensure that the employment processes are completed timely, the process produces the best qualified candidates, and that the process is being kept confidential
- Human Resources will increase use of the Milestone position and applicant key indicator assessment services for all key management position recruitments. The expected outcome will be to reduce the need for reposting positions by 100% and address survey concerns that KCCD is not hiring "the best possible hires."

Section Three: Key Performance Indicators (KPIs)

a) **List the KPIs for the unit along with the relevant outcomes for the last 3 years.** KPI data tracks process efficiency and demand for services. Examples of KPIs include a count of customers served, a count of services performed, the average time to complete a service, etc. They are closely related to the AUOs and should reflect the unit's core function or purpose.

Key Performance Indicators (KPIs)	2013-14	2014-15	2015-16
1. Recruitment of Faculty	35	36	48
2. Recruitment of Classified and Management	109	110	122
3. Workmen's Compensation Claims (84 claims submitted, 17 denied by SISC, total: 70 cases addressed)	24	36	24
4. Number of employees who transitioned to online W2's to promote security and reduce cost.	239	402	767
5. Number of employees transition to online ACA	Not Required	Not Required	508

b) Summarize any changes or findings.

Faculty, Classified, and Management positions are steadily on the incline. DO is working with each campus to ensure an effective and timely recruitment as well as provide support for on-boarding of employees.

Due to our safety prevention efforts, we have reduced the number of Workmen's Compensation claims submitted to SISC.

The number of personnel who have elected for electronic W2's are progressively increasing. Transitioning to an electronic report is more secure and reduces postage cost.

The first year that ACA was offered and reported was 2015-16. We will continue to track and measure the impact on postage cost and employee access.

a) List the Goals from the prior year. Indicate the status and list an anticipated completion date if not complete. Were unit outcomes met and/or what findings were realized in the process? *[starting in 2017-18, this will relate directly to the goals and outcomes listed in section five]*

Prior Goals	Status	Strategic Plan Alignment	AUO Alignment	Outcomes and/or Findings
1. Developed a viable adjunct employment pool	Proposed completion date January 1, 2017	Goal 1: To have a recruiting process to meet staffing levels.	In addition to meeting FON, maintaining adequate adjunct pools to meet colleges' FTES goals.	Found that the adjunct pool was full of applicants who were no longer available. Worked with Deans to establish standard employment criteria. The adjunct will be under consistent review district wide. All adjunct applicants' are maintained in PeopleAdmin.
2. Established as District Wide EEO committee	Ongoing	Goal 1: To have a staffing filled by the right people with the right skills and best fit to serve our students.	Ensure candidate pool is diverse and include representatives from protected groups	Found need to expand recruitment efforts to reflect the unrepresented groups we serve through publications (advertisement), discipline specific organizations, and community outreach.

Section Five: Goals for the Upcoming Year

- a) **Identify annual goals for the unit.** Describe how progress toward the goals will be measured during the upcoming year. Describe the target to be met during the year and the timeframe for completion. Specify how the unit goals align with the goals and objectives outlined in the districtwide Strategic Plan and the unit's AUOs. Indicate whether additional resources will be needed. *[just a Yes or No – these will be described in section seven]*

Unit Goals	Assessment Method	Annual Target and Timeline	Strategic Plan Alignment	AUO Alignment	Resources Needed (Yes/No)
1. Update HR website to reflect up-to-date forms, contracts, salary schedules, benefits, and pertinent information regarding human resources.	HR Institutional Research & Reporting Survey	December 2016	Goal 5: Strengthen Organizational Effectiveness	HR will ensure timely updates to support the district and colleges performance and to enhance institutional effectiveness.	No
2. HR will annually disseminate information to each bargaining group representative on acquiring the best and diverse personnel.	Collect pre and post-employment EEO demographic data to analyze and influence recruitment efforts	June 30, 2017	Goal 4 Goal 5	HR will provide trainings to district and college to enhance community connections and strengthen organization Effectiveness	Yes

Section Six: Current Unit Resources

- a) List the unit's current resource levels by outlining existing staff, listing (major) technology/equipment the unit uses, describing the space the unit occupies, and the unit's current budget.

Resources	Current Level
Staffing (list current staffing levels)	Vice Chancellor, HR Admin Manager, 3 HR College Managers, Payroll Manager, Admin Assistant, 2 HR Specialists, Benefits Specialist, 3 HR Technicians, Department Assistant II, Department Assistant III, ERP Analyst II, 2 Payroll Technicians, 3 HR Assistants, 2 HR Assistants (19hrs)
Technology / Equipment	Replacement of three laptops for Livescan services.
Space / Facilities	
Budget (Unrestricted) Total	\$ Notes (if any)
1000 (Academic Salaries)	\$96,707
2000 (Classified Salaries)	\$1,589,250
3000 (Employee Benefits)	\$698,726
4000 (Supplies & Materials)	\$17,200 (Non-Instructional Supplies (bulk of supplies are provided from District Office budget))
5000 (Operating Expenses & Svcs)	\$309,950 (Consulting, Non Employee & Employee Travel, Fingerprinting Services, Physicals, Advertising)
6000 (Capital Outlay)	\$0.00
7000 (Other Outgo)	\$0.00

Section Seven: Projected Unit Resource Needs

- a) **List the unit's needs above the current level.** [if a Unit Goal in section five has a 'Yes' in the resources needed column, the need should be outlined here] Describe the unit goal to which the request is related. Indicate the expected cost along with the rationale. Rank the proposals in order of their importance to the unit (a rank of '1' would be the most important resource the unit needs in order to achieve its goals).

Resource Needs	Proposed Allocation, Need or Change	Related Unit Goal or AUO	Cost and Justification	Rank
Staffing	Currently there are two vacancies that need to be filled immediately; the Vice Chancellor of Human Resources and HR Manager at Porterville.	Unit Goal	Positions insure the accuracy of HR operations, compliance to policy and employment laws on a daily basis and provides prompt services for the district and campus.	1
Technology	Banner XE	Unit Goal	Expedites processing HR data to make effective decision. Cost \$0	2
Equipment / Supplies	Laptop, software and licensing fees to perform Livescan at the District Office	Unit Goal	To reduce the work interruptions at the heaviest foot-traffic campus by performing livescans at the DO. Cost \$4,000	3
Space / Facilities	Adequate	--	N/A	4
Professional Development	Annual training for Title IV, FRISK, ACHRO, ACCCA, Southern 30, Central Valley Consortium, and Eullican summit training.	AUO	Participation needed to help staff stay current with job requirements. Cost: \$11,500	5
Other: [describe]				

Total cost of resource needs over and above current budget allocation: \$297,474.43

Routing and Review

Submitter's Name: Sokha Song

Title: Human Resources Administration Manager

Submitter's Signature: *Sokha Song*

Date Submitted: 10/27/16

Submitter's Immediate Supervisor: _____

Title: _____

Date of Review: _____

Chancellor's Signature: *Jandra G. Sereno*

Date of Review: 11/21/2016

Date of Presentation to Administrative Council: 10/31/16