



# District Annual Unit Review

Human Resources  
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2014

## Definition of a Support Services Department/Unit

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

Human Resources (HR) is dedicated to providing consistent, 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, payroll disbursement, Board and HR policy, employee discipline and terminations, workers' compensation, training and equal employment opportunity.

## Unit Plan Purpose

Unit plans are annual documents created and used by District units to develop and maintain high quality services to support student learning and District and college operations. The Accrediting Commission's Standard 1.B.3-4 states:

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

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

## Plan Due Date

The initial unit plans are required to be developed by December 18, 2014 and annually, thereafter, by December 1<sup>st</sup> and use this template. A copy of the review will be maintained in the unit and the Office of Chancellor.

## Statement of Purpose

*Provide your unit's statement of purpose.*

### Statement of Purpose

The purpose of the Office of Human Resources (HR) is to provide excellent assistance with personnel and payroll matters and providing oversight of Human Resources functions within the Kern Community College District. HR serves a dual role: as an internal consultant to management on HR-related matters and as an advocate for employees. The Payroll and Benefits departments are also a part of the division. We are dedicated to providing professional assistance to the district's management, faculty, classified and student employees, as well as the public, while maintaining compliance with California Education Code, associated government regulations and collective bargaining agreements in the following areas:

- Human Resources Information Systems (HRIS)
- Recruitment and selection of faculty, classified staff, and administrators
- Labor contract compliance and guidance
- Negotiations and collective bargaining
- Salary administration and job classification
- Recommending district policy and procedures
- Employment separations
- Health and welfare benefits support
- Payroll disbursement
- Paid and unpaid leaves and absences
- New hire intake and orientation
- Maintenance of employment records
- Training and consultancy and employee evaluations
- Equal Employment Opportunity (EEO) program maintenance

The Human Resources Department is committed to the consistent 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.

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

## Vision Statement

The Kern Community College District is recognized as an exemplary educational leader, partnering with our communities to develop potential and create opportunities. Successful students will strengthen their communities and, along with the faculty and staff, become life-long learners.

## Mission Statement

The mission of the Kern Community College District is to provide outstanding educational programs and services that are responsive to our diverse students and communities. To accomplish this mission, we will:

- Provide academic instruction to promote fulfillment of four-year college transfer requirements and encourage degree and/or certificate acquisition in our surrounding communities.
- Provide workforce skills training through Career and Technical Education programs.
- Provide basic skills education and student services programs to enable students to become successful learners.
- Establish partnerships with businesses and governmental entities as well as other educational institutions to advance economic development.
- Improve the quality of life of our students and communities through broad-based general education courses.
- Prepare students with the skills to function effectively in the global economy of the 21st century.
- Anticipate and prepare to meet challenges by continually assessing and prioritizing programs, services, and community needs.

### *The Office of Human Resources - Mission and Vision Statements*

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

**Mission Statement:** The mission of the Human Resources Department of the Kern Community College District is to support the strategic goals of the district through high

quality and effective human resources practices which value employees, applicants, and various stakeholder groups by:

- Attracting, retaining, and rewarding the quality and quantity of employees needed to meet the district's mission by providing comprehensive and inclusive access to human resource services;
- Recruiting qualified and diverse candidates for positions at all levels within the organization;
- Continuing to improve our recruitment and employment processes while demonstrating the value of communication, efficiency, and legal compliance;
- Facilitating fair and consistent resolutions to complaints, grievances, and related matters as needed with a commitment to collaboration and resolve at the lowest possible level;
- Providing leadership in labor relations and negotiations with various district constituency groups; and
- Promoting customer services, professionalism, honesty and integrity.

## Unit Responsibilities and Projects

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

New legislation related to personnel matters often requires Human Resources (HR) to implement new or modified processes and procedures. The HR team meets continuously to analyze and implement measures for compliance, such as the recent implementation of a new process for screening convictions on employment applications in accordance with new federal employment/convictions guidelines<sup>1</sup>.

January 2013 marked the implementation of the Public Employee Pension Reform Act (PEPRA)<sup>2</sup>. HR currently utilizes implemented measures to monitor continued compliance with PEPRA. The district has complied with all CalSTRS and CalPERS rule changes and determination resulting from random audits. Human Resources management staff remains engaged in providing input for regulatory changes to CalSTRS defined benefit

<sup>1</sup> Supporting Document – 1. Page from EEOC.gov – Pre-Employment Inquiries and Arrest Conviction

<sup>2</sup> Supporting Document – 3. Summary of PEPRA of 2013 and Related Changes to the PER Law

eligibility issues that are negatively affecting full time faculty and educational administrators.

The district approved its first EEO comprehensive Staff Diversity and EEO Plan in June of 2014<sup>3</sup>. The plan extensively details accountability measures for fulfilling the district's focus on diversifying its workforce to reflect the students and service area it presently serves.

The district-wide EEO Advisory Committee will be re-established in spring 2015. The EEO Advisory Committee plays a proactive role in working to enhance diversity and cultural competence in the district. The committee reviews staff development programs that ensure that district screening committees are in compliance with the revised Title 5 regulations.

The HR Department has developed processes to ensure compliance with the Affordable Care Act (ACA) by offering a voluntary "bronze" medical benefit plan that will be implemented on October 1, 2015<sup>4</sup>. An educational "bronze" medical benefit information campaign is developed in collaboration with SISC to commence in the spring of 2015.

Negotiations with CSEA will be for a new multi-year contract and will begin spring of 2015. Negotiations with CCA will be completed in early spring of 2015.

The development and implementation of training programs regarding the new Title IX – Sexual Violence requirements; as a result of the implementation of 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. HR has introduced policy changes to include investigations and address unlawful sexual assault and Title IX gender equity violations that are being vetted through the district's consultation process. The district is developing a risk assessment and compliance management position for recruitment in the spring of 2015. Human Resources facilitated the addition of two Public Safety Officer positions at the district office in response to concerns associated with transient populations who use district office restroom facilities as well as increases in criminal violence activity in the downtown Bakersfield area. Several district office staff have expressed unsolicited appreciation for the district providing a security presence at the district office.

<sup>3</sup> Supporting Document – 3.KCCD EEO and Staff Diversity Plan

<sup>4</sup> Supporting Document – 4.Bronze PPO Medical Plan

Human Resources has developed an online procedures website to be accessed by all employees<sup>5</sup>. The new online procedures manual addresses all major employment procedures to maintain compliance with board policies, collective bargaining agreements, and legal mandates.

*Describe the end-user or the population that is served by the department.*

With approximately 2,000 employees, two employee collective bargaining agreements, title five regulations on recruitment, hiring and EEO regulations, California education code personnel requirements, and a myriad of state/federal labor and leave laws, human resources continues to be an engaged change agent for the district.

The four monthly payroll dispersals to all employees include full and part-time faculty, staff, management, temporary and student employees. The district has complied with all mandated statutory benefits and complies with all PERS and STRS regulatory changes and determinations via random audit reviews. The district issues approximately 3,000 W-2 forms per calendar year.

*List the major projects or services performed by the department (current or one-time).*

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

Screening committees are formed and coordinated via the Human Resources Department at district office, Bakersfield College, Cerro Coso Community College, and Porterville College.

The Human Resources Department serves as a one-stop for all employee HR, payroll, and health benefits matters.

*List your unit's primary functions and responsibilities (ongoing):*

1. Labor relations and collective bargaining administration
2. Payroll and leave administration
3. Initial employment onboarding

<sup>5</sup> Source - 5.HR Procedures Website - <http://procedures.kccd.edu/>

4. EEO and Title IX compliance office
5. Benefits administration
6. Human Resources information systems management

*Describe the mechanisms used to monitor the department's budget and fit with student and institutional needs.*

The Vice Chancellor for Human Resources receives opportunities to present budgetary needs to the Chancellor via a budget review process that occurs in March each fiscal year. All vacancies, employment vacation and discretionary non-personnel budgets are extensively reviewed for reauthorization. The Vice Chancellor receives a quarterly financial report on activities for review and corrections. The Human Resources department has remained within the parameters of its allocated budget since 2008.

*Is there a desire or plan to add or expand services provided by the department? Explain how added or modified services will help improve an institutional process or customer satisfaction. Also, what is the strategy to implement and/or modify those services?*

The district Human Resources Department desires a solution to several concerns with its current Human Resources Information Systems module. While major projects have been implemented, there have been some system functionality problems in the module not caused by district staff human error. The second problem we face is that all employment applicant tracking and employee onboarding are performed outside of our Human Resources Information System of record i.e. People Admin. District staff time continues to be impacted in resolving a "clunky" HRIS system that is not performing well and results in a duplication of work effort.

## **Unit Plans**

*Use the following question prompts to document how your unit will complete your assigned responsibilities and projects. State your unit's plans to:*

*Describe the adequacy of the unit's equipment, software, supplies needed to support new projects, expanded responsibilities, and necessary upgrades. Be specific.*

Human Resources needs a laptop and software to provide Livescans at the district office. Having a fourth Livescan fingerprinting unit will allow for new district office employees to not have to travel to BC and impact staff in our highest traffic office. The cost is approximately \$4,000 per unit. The intent is to cut down traffic at BC by 15% of all BC Livescan services and help double the capacity to assist BC during peak period times of

the year. Now that all internal fingerprinting services have been established, the district office will proceed with becoming a Livescan service center for the public to access. A \$10 to \$20 per print rolling fee may be assessed for providing this service to the public. Depending on demand of fingerprint clearance, providing this expanded service may significantly defray some personnel costs for providing this service to KCCD employees and student workers. The Kern County Office of Education has been a Livescan fingerprinting service for more than a decade.

Human Resources needs a document imaging solution for accessing personnel files from remote sites and the ability to provide a paperless onboarding process for all employees.

Human Resources has contracted work with PAS Associates to assess all-high level executive and administrative assistant positions throughout the district<sup>6</sup>. The outcome is a 100% retention rate for four initially appointed employees and three employees who have promoted.

*How adequate and appropriate are departmental facilities and equipment? Be specific about current deficiencies and projected needs at the colleges and the District Office.*

The district office Arctic Room needs a projector and roll-down projector screen for small work group presentations and applicant interview presentations. Cost will be about \$3,000.

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

As online onboarding processing increases for student workers and new employees district wide, a .5FTE to 1.0 FTE Department Assistant will need to be added to Human Resources at the district office, Porterville College, Bakersfield College, and Cerro Coso Community College. Scanning original documents, processing fingerprints, information contact and data entry of status changes in district HRIS systems would be the core responsibility of these positions.

Describe the adequacy of the department's staffing levels to provide quality services to the colleges and the district.

The HR Operations Manager and HR Specialist positions are priorities for the district office. Both positions insure accuracy of HR and payroll information being processed on a day-to-day basis and both connect other Human Resources, benefits, and payroll to

<sup>6</sup> Supporting Document – 5.Table – Applicants who have received testing through PAS & Associates

quality systems that promote prompt and accurate service to employees district wide. Recruitment has been completed for both positions and new employees are scheduled to start January of 2015.

Bakersfield College is adding two new positions to address significant increases in faculty and staff employment vacancies. One Human Resources Technician and one Human Resources Assistant will be added to the unit that will start in January of 2015.

All 16 employees at the district office and three colleges provide the necessary information to keep the district performing quality baseline services.

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

The Human Resources Office has recently transitioned out of the open front desk area at the entrance of the building. Public Security staff have taken over that work space. New signage is needed in that area where there is a "Human Resources" sign placed over the security front desk area.

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

1. Participation in online trainings from Liebert, Cassidy & Whitmore (LCW).
2. Participation in ACHRO/EEO conference training programs and conference.
3. Participation in Central Valley HR consortium training.
4. Participation in Southern 30 Training consortium training.
5. Participate in Ellucian summit training
6. Participate in ACCCA sponsored training programs, conferences, and workshops.
7. Campus Human Resources Managers (3) request to participate in the 2<sup>nd</sup> Human Resources Academy. The cost is approximately \$1,600 per person plus travel to three separate meetings.

*Are there unmet professional development needs of department staff? If yes, describe.*

1. Vice Chancellor for Human Resources requests both tuition support and release time to participate in a one-year Master of Studies in Law (MSL) program provided by UC Hastings College of the Law. This is an exciting new Master of Studies degree that is aimed at professionals who desire to bring knowledge of the law into their respective

fields. Students learn to equip themselves with an advanced degree that offers a more sophisticated understanding of legal reasoning and doctrine.

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

The district Human Resources Office provides the Chancellor with accomplishments and goals on a fiscal year basis.

All external fiscal audits have supported the Human Resources, benefits, and payroll service to have produced no negative findings.

District's reserves to pay for active employee health and welfare benefits are overfunded.

District's obligation to fund retirement medical plan for current and future retirees remains healthy.

*Provide 3-5 years of data on usage or services provided by the department to each college. Provide separate data by college and comment on significant information that emerges from the data.*

The district has maintained and will continue to maintain compliance with the faculty obligation number for the last five years.

The district has maintained compliance and will continue to maintain compliance with the 50% law for the last five years.

The district completed a three-year tracking of high-level litigation complaints or grievances since 2007/08 regarding CSEA and CCA mediation-level contract grievances, unfair labor practices and DFEH complaints. The number of litigation issues Human Resources was processing was at its highest in 2008 with 36 open, unresolved cases. Since that time, Human Resources has averaged six or less litigation issues per year. That is an 83% drop in high level litigation cases at KCCD. Early intervention, improved communications with labor representatives, clearer contract language, and the use Interest Based Bargaining principles have all attributed to a reduction in litigation issues arising at Kern Community College District.

*Provide satisfaction results from end-users (use mapping survey results or other assessment tool to gather feedback from end-users). If no data is available, explain how the department currently measures satisfaction from end-users. Comment on significant information that emerges from the data.*

The district Human Resources Office and three college Human Resources site offices were assessed in 2013<sup>7</sup>. Results of the assessment showed lowest amount of agreement on “The current hiring process results in KCCD making the best possible hires (60%).”

Suggestions for improvement in the survey were the following:

1. Improvement in timelines for employing

A screening committee assessment will be scheduled on or before February 5, 2015 to assess on if employments in employment processes have been made since 2013.

*Are there specific fiscal needs that have not been previously identified? If yes, specify.*

*State your unit's plans to develop and implement any special or long term projects. List each plan below and attach a copy to your unit plan. Briefly describe projects and indicate implementation timelines below.*

The Human Resources Department shall complete the following plans for 2014-15:

**Employee Safety, Health and Welfare:**

1. Provide all ACA compliant medical plan offers to eligible temporary employees and adjunct faculty.

**Improve communications district-wide:**

1. Administer a Human Resources survey of recent screening committee members to ensure that the employment processes are completed timely, the process produces

<sup>7</sup> Supporting Documents – 6.DO HR Survey 7.BC HR Survey 8.CC HR Survey 9.PC HR Survey

the best qualified candidates and that the process is being kept confidential.

**Human Resources Managers and Staff Training:**

1. Attended Association of Chief Human Resources Officer (ACHRO) Training for Human Resources Management
2. Administer at least three training opportunities from the management training catalog and coordinate LCW trainings/webinars for management district wide.
3. Will attend (HR VC and HR MGRS) Title IX training program by ATIXA organization on February 5-9, 2015.

**Human Resources Policies and Procedural Development:**

1. Provide onsite presentations of Human Resources procedures website to all management district wide. Outcome: Communication of online support materials and consistent application of HR procedures district wide.
2. Implement all management and confidential policy and procedure changes in Section 10 of Kern Community College District Policy and Procedures.
3. Implement all developed changes to Section 11 as it relates to procedural handling of unlawful discrimination complaints.

**Labor relations:**

1. Conclude CCA & CSEA negotiations by reaching mutual agreement between the bargaining units and the district.

**Employment:**

1. Recruit 100% of 40 faculty position necessary to maintain faculty obligation number (FON).
2. Address applicant tracking system integration needs with district Human Resources Information System. Find a system that will accommodate district onboarding needs and applicant tracking.

3. Establish first district-wide Equal Employment Opportunity (EEO) advisory group pursuant to district EEO Plan.

*Describe the strengths of the department.*

The Human Resources Department is consistently bringing forward best practice changes to personnel policies and procedures, HRIS systems usage, and labor contracts. The HR Department is a core service utilized by each college and the district office so that the district may operate effectively and efficiently under the current California Community College economic climate.

The Human Resources Department has engaged in improving criteria for replacing and establishing new positions district wide. The department investigates, consults, follows up, and holds accountable anyone not performing their job satisfactorily. Human Resources implements legally defensible separation agreements that provide opportunities for the district to attract and retain well-qualified employees who want to be a part of Kern Community College District. The department tackles the most difficult personnel and disciplinary issues and does not tolerate unethical behavior from any employee at any level in the organization.

*List your unit's accomplishments.*

**Employee Safety, Health and Welfare:**

1. Developed ACA compliant “bronze” voluntary medical plan to be offered in October of 2015. Outcome: Compliant with ACA and avoidance of an approximate \$2.1 Million in IRS “A” penalties.
2. Documented **all** safety and unlawful discrimination compliance training for staff in District’s Ellucian System of Record. Outcome: Accurate reporting of new employees participating in training program.
3. Provide all new employees with on-line and in class NIMS and SIMS training as part of college or district office site new employee onboarding process.

**Improve communications District-wide:**

1. Updated the Human Resources website information up-to-date forms, contracts, salary schedules, benefits, and any other pertinent information regarding human resources.

Outcome: A reliable source of HR information that can be utilized by all employees.

2. Attained 100% attendance to faculty and staff orientation within the first three months of employment. Outcome: Faculty and staff provided a personal welcome by Chancellor and cabinet members. Survey responses were positive as to content and delivery of pertinent district information.

### **Human Resources Managers and Staff Training:**

1. Attended Association of Chief Human Resources Officer Training for Human Resources Management
2. Implemented succession and upward mobility planning: Dena Rhoades transitioned from HR Specialist at District Office to HR Manager at Bakersfield College.
3. Coordinated and documented mandatory sexual harassment prevention training for supervisors provided by General Counsel.
4. Coordinated LCW trainings/webinars for management district wide
5. Developed comprehensive Human Resources and legal preventative reference guide manual for management. Outcome: Reduced contract grievances and discrimination claims.

### **Human Resources Policies and Procedural Development:**

1. Developed a viable adjunct employment pool using the district's online application system. Outcome: Establish standard employment criteria and consistent review process district wide.
2. Implemented the Equal Employment Opportunity and Staff Diversity Plan for the district per new Title 5 rules and regulations. Outcome: Compliance with Title 5 regulations.
3. Implemented a new Human Resources procedures website with workflow assistance from Ellucian consultant Sue Jennings. Outcome: Accurate and consistent information for managers and employees to follow.
4. Implemented faculty load compensation module. Outcome: Reduced double entry of 1,500 faculty job records per semester. Went from 0% to 90% of approximately 450

adjunct faculty being provided a written contract with attached schedule prior to the semester term beginning.

**Labor relations:**

1. Reduced budget processing time each month by being able to automate step increases identical to current management and faculty step increase structure.
2. Improved communications with new CCA bargaining unit leadership by providing joint negotiations interest-based bargaining training. Outcome: Negotiations are positive and addressing several significant compensation issues for a successor collective bargaining agreement 2014-2017. Saved \$75,000 in contracting legal counsel to negotiate in CBA.

**Employment:**

1. Implemented district-wide use of “critical thinking and writing assessments” developed by PAS Associates for secretarial and administrative assistant classifications district wide. Outcome: Secured well-qualified employees who best match the position requirements for the district. Garnered a 100% retention rate with no probationary releases or reposting of search process.
2. Recruited all faculty and administrative positions during hiring season between November and March. Outcome: attract and retain well qualified employees. Outcome: four BC faculty recruitment carried over from last fiscal year; two BC public safety positions carried over from last fiscal year; and one CC management position carried over from last fiscal year.
3. Established a comprehensive adjunct employment pools in all disciplines provided by the district. Outcome: Implemented consistency in screening process district wide, improved quality and quantity of adjuncts for colleges to choose from. Better feedback from adjunct applicants looking KCCD employment.
4. Implemented “Web Time Entry” project for student employment. Student workers in the district no longer provide untimely payroll documents. All timesheets for received student worker payroll disbursements via paperless web. Outcome: Quicker process for timesheet handling, increased accountability for students and immediate supervisors, and easier electronic dispersal of payroll funds.

*List sources you used to support your unit plan statements.*

1. EEOC.gov - Pre-employment inquiries and arrest conviction
2. PEPPRA - <http://www.calpers.ca.gov/eip-docs/employer/program-services/summary-pension-act.pdf>
3. KCCCD EEO and Staff Diversity Plan
4. Self-Insured Schools of California (SISC)
5. HR procedures website - <http://procedures.kccd.edu/>
6. KCCCD HR procedures website - <http://procedures.kccd.edu/>
7. PAS Associates
8. Milestones Inc. - <http://milestonesinc.com/assessments/>

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

1. Page from EEOC.gov – Pre-employment inquiries and arrest conviction
2. Summary of PEPPRA of 2013 and related changes to the PER Law
3. KCCCD EEO and Staff Diversity Plan
4. Bronze PPO Medical Plan
5. Table – Applicants who have received testing through PAS Associates
6. District office HR survey
7. Bakersfield College HR survey
8. Cerro Coso Community College HR survey
9. Porterville College HR survey
10. Job Classification Alignment
11. Page from Milestones, Inc. – Assessments

*Describe departmental areas for improvement and how the department plans to correct identified weaknesses. Suggest timelines and required resources as appropriate.*

**The initial employment process needs to improve in the following areas:**

- Online recruitment process - Demand and implement improvements in the online application portal with People Admin
  - Slow processing time for the upload of application documents
  - Unfriendly end-user screen
  - Unfriendly admin-user screen
    - Human Resources is working with IT to review options to address this issue by February of 2015.
- Recruitment of Management

○ 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.

▪ Human Resources will increase use of the Milestone position and applicant key indicator assessment services for all key management position recruitments effective January 2015<sup>8</sup>. The expected outcome will be to reduce the need for reposting positions by 100% and address 2013 survey concerns that KCCD is not hiring “the best possible hires.”

• Classification Review Follow-up with CSEA

○ There is still work to be completed for classification reviews on the new salary structure that has been implemented for CSEA unit members.

▪ By the end of June 2016, the following classification families will be negotiated and implemented:

1. Administrative/clerical classifications
2. Business classifications
3. M&O classifications
4. Student Services support
5. Academic support

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

<sup>8</sup> Supporting Document - 11. Page from Milestones, Inc. – Assessments

## Routing and Review Process

After completion of the program review report, the following steps are to be followed:

Step 1: District Department Head shall review the completed report with his/her department manager/director. Any suggested revisions shall be made before proceeding to Step 2.

Review date: \_\_\_\_\_

Signature of District Department Head: \_\_\_\_\_

Step 2: Final district unit review report shall be submitted to the Chancellor's Office.

Review date: Dec 19, 2014

Signature of Chancellor: Jandra G. Serrano

Step 3: Date posted on the District's website under the Chancellor's Office.

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