

# Human Resources Department

## Annual Unit Plan for Academic Year 2018-2019

October 2017

---

### Describe Department/Unit

#### Connection to College Mission

Human Resources at Cerro Coso Community College contributes to the college mission by ensuring we have the highest quality and most capable staff to instruct and serve a diverse student body. Application of consistent HR functions district-wide ensures the highest standard of working conditions for faculty and staff, which promotes a quality learning environment.

---

### Report on Improvements Made and Gaps Identified in the Prior Year

#### Student Equity: Actions Taken

Student equity was not addressed in the last Human Resources Annual Unit Plan completed in October 2016 for the 2017-2018 academic year. As one of the initiatives for the next academic year, HR will work closely with the Institutional Researcher to identify data trends in the recruitment and retention of a diverse workforce in relation to the students and area we serve.

#### Student Equity: Gaps to be Addressed

#### Outcomes Assessment: Actions Taken

##### Actions taken in the prior academic year

80% of staff will report receiving timely, accurate information for human resources.

In September 2016, a part-time Human Resources Assistant was hired to help facilitate processes within the department. Since that time, work has been shifted to best accommodate the schedules of both HR Assistants. Payroll is primarily processed by the part-time HR Assistant leaving more time for the full-time assistant to focus on the day to day activities, respond to requests from staff and the public, coordinate recruitment processes and assist with various department projects.

80% of staff will report the recruitment process attracts the most qualified staff and faculty to serve our students.

District Human Resources continues to look for ways to improve the applicant tracking system. HR is now utilizing an automatic email notification function which enables timely responses to candidates. Another focus has been the revision of adjunct pools to ensure they are within a two year advertising period and the compensation language has been updated.

80% of staff will report human resources supports the district's goals of equal opportunity, diversity and cultural competency to foster a diverse workforce.

The Equal Employment Opportunity (EEO) and Staff Diversity (SD) Committee play a proactive role to enhance diversity and cultural competence within the district. The committee focused last year on revising the original plan that was drafted in 2014. Revisions were submitted by committee members during the May 10, 2017 meeting. These changes included updates to the complaint process and training for the EEO and SD committee members.

Additional diversity recruitment sites have also been identified in order to attract more diverse pools:

WomenAndHigherEd.com

VeteransinHigherEd.com

DisabledInHigherEd.com

LatinosinHigherEd.com

BlacksinHigherEd.com

Asian-jobs.com

AffirmativeAction.org

HBCUconnect.com

ScholarlyHires.com

CCJobs.com

NativeAmericansinHigherEd.com

DiverseEducation.com

LGBTinHigherEd.com

HispanicsinHigherEd.com

Several diversity workshops were held throughout the year by Liebert Cassidy and Whitmore which were attended by HR staff and management.

### **Assessments completed in the prior academic year**

There have been no assessments made to measure prior year targets or gaps.

There are several assessments HR will focus on Spring 2017 and Fall 2018. In an effort to reduce the amount of surveys sent out to staff, HR will look for other methods to gather data in order to accurately assess it's performance. Below are the approaches that will be reviewed and taken into consideration for the distribution of data collection:

1. Looking at existing data for pool diversity, employee diversity, repeatability of applicants, longevity of employees and retaining new hires. This information will be pulled from the applicant tracking system.
2. Survey to all employees on HR Department performance;
3. Survey to recruitment screening committee members regarding how effective the hiring process works in selecting the best candidates.

### **Outcomes Assessment: Gaps to be Addressed**

**None addressed in prior year.**

**Type:**

AUO

**Target Missed/Gap Detected:**

**Type of Gap:**

Impact of course delivery mode.

**Analysis and Plan for Improvement:**

## **Anticipated Semester for Implementing Planned Improvements:**

## **Anticipated Semester of Next Assessment:**

# **Program Review: Actions Taken**

## **HR**

### **Year of Last Program Review:**

2014

### **Actions Taken in the Prior Year to Address Strategies:**

#### Three-Year Department Goals

\*Implement improvement to the electronic employment applicant tracking system for both employees and applicants to navigate within the system.

As outlined in the Outcomes Assessment Actions Taken section, HR is now utilizing an automatic email notification function which enables timely responses to candidates. Another focus has been on revising the adjunct pools to ensure current advertising dates. The pools have been updated and, upon notification by the Faculty Chair, the applications are ready for immediate review.

\*Improve customer service with departments and the public to increase the satisfaction rates of the college Human Resources Department.

In September 2016, a part-time Human Resources Assistant was hired to help facilitate processes within the department. Since that time, work has been shifted to best accommodate the schedules of both HR Assistants. Payroll is primarily processed by the part-time HR Assistant leaving more time for the full-time assistant to focus on the day to day activities, respond to requests from staff and the public, coordinate recruitment processes and assist with various department projects.

#### Six-Year Department Goals

1. Move to electronic workflow processes.

District HR continues to look at the applicant tracking system to add pieces that can functionalize electronic pre-employment documents.

### **Strategies Still to be Addressed:**

Complete implementation of the web time entry project. Part-time classified, temporary hourly and professional expert employees will be transitioning to electronic time sheets. The final step will be electronic leave reporting for all permanent employees. The college human resources manager and district HR will be responsible for final implementation and training.

# **Annual Planning: Actions Taken**

## **Reduce delays with the pre-employment process for new hires**

To address delays with the pre-employment process, District Human Resources has contracted with Pre-Employ to conduct criminal background and reference checks for certain employee classifications. This has not produced a significant savings in cost or time management as each reference check is expensive and can take several weeks to complete, therefore this process continues to be under review.

Additionally, an electronic workflow package was purchased through the applicant tracking system for pre-employment documents. Payroll documents are currently being revised in order to use (send and receive) electronically. No time frame of completion has been given.

### **Review district-wide HR functions**

District HR continues to review processes for district wide efficiency. The Cerro Coso HR office hired a part-time Human Resources Assistant which has been extremely effective with improving local processes.

### **Attract and retain qualified and diverse candidates for positions at all levels**

As more fully outlined in the Outcomes Assessment Actions Taken section, the EEO and SD Committee have made revisions to the Kern Community District Equal Employment Opportunity and Staff Diversity Plan. Also, additional diversity advertising has been identified to capture a more diverse pool of applicants.

This action plan has not been measured and will be reviewed more thoroughly in planning for the next academic year.

---

## **Review of Current Year Initiatives**

### **Reminder of Initiatives for the Current Year**

**Provide professional development training to staff**

**Reduce delays with recruitment and pre-employment process for new hires**

---

## **Plan Initiatives for Next Year**

### **Initiatives for Next Academic Year**

**Recruit, retain and foster a diverse workforce representative of the students and area we serve.**

**Is this part of a multiyear initiative?**

Yes

**Specific Action Steps to be Taken:**

1. Strengthening human resources policies by conducting ongoing evaluation of practices to ensure a positive and fair environment for all staff and students at Cerro Coso.
2. Work with the Program Director, Student Equity in identifying workshops and programs Cerro Coso Community College and Kern Community College District can participate to find innovative ways to promote a diverse workforce.
3. Work with the Equal Employment Opportunity (EEO) and Staff Diversity (SD) Committee in identifying ways the district can focus on diversifying its workforce to reflect the students and area we currently serve.
4. Work with District HR and screening committees to reduce delays during the recruitment process in order to ensure we retain highly qualified candidates in our pools.

**Lead Measure of Success:**

Review diversity trends of applicants

Review current employee retention rates

Conduct and review Employee Satisfaction Survey

Review Exit Interview Questionnaires

**Are any of the lead measures identified above lacking assessment instruments?**

No

**Does the department request help to develop these instruments?**

No

**Lag Measure of Success:**

Review ethnicity and gender of all employee groups: Administration, Confidential Staff, Classified, Full-time Faculty and Adjunct Faculty - disaggregated by Department and Campus Location

Review ethnicity, gender, city & zip code of Cerro Coso applicants - disaggregated by position type and recruitment venues

Review new hire diversity trends

Review current employee retention

**Person Responsible:**

HR Manager and District HR staff

**It addresses a program review strategy**

**Which strategic goal does this initiative address?**

Goal 4: Enhance Community Connections

**Utilize web time entry features with the new Banner 9 module**

**Is this part of a multiyear initiative?**

Yes

**Specific Action Steps to be Taken:**

Work with District HR to maximize the web time entry modules in Banner 9 to ensure employee self sufficiency in the system.

Continue implementation of the web time entry features to include:

-All hourly employees

-Leave requests

-Leave posting

**Lead Measure of Success:**

Evaluate status of testing

Look at milestones for implementation

**Are any of the lead measures identified above lacking assessment instruments?**

No

**Does the department request help to develop these instruments?**

No

**Lag Measure of Success:**

Look at completion status of Web Time Entry

**Person Responsible:**

HR Manager and District HR

**It addresses a program review strategy**

**Which strategic goal does this initiative address?**

Goal 5: Strengthen Organizational Effectiveness

---

## Evaluate Resource Needs

### Facilities

None.

### Information Technology

None.

### Marketing

None.

### Professional Development

Participation in the Association of Chief Human Resources Officer (ACHRO) conference and training programs

Participation in Southern 30 Human Resources Consortium Training

Ellucian Live

Online trainings from Liebert, Cassidy & Whitmore (LCW)

Various HR related training

---

## **Staffing Requests**

### **1000 Category - Certificated Positions**

**n/a**

**Location:**

**Justification:**

### **2000 Category - Classified Staff**

**None.**

**Location:**

**Salary Grade:**

**Number of Months:**

**Number of Hours per Week:**

**Salary Amount:**

**Justification:**