

**Human Resources Department  
AUP for Academic Year 2021-2022  
October 2020**

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## **Describe Department/Unit**

### **Connection to College Mission**

Human Resources at Cerro Coso Community College contributes to the college mission and strategic goals 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. HR strategically partners with the District's community to build and support an outstanding workforce dedicated to student success.

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

### **Student Equity: Actions Taken**

Assessments were completed last year pulling data from the HR applicant tracking system, People Admin. between 2017 and 2019. The analysis used a proportionality index which looked at the total number within an outcome group over the total within that particular population. The assessment did not breakdown the data between sites and locations.

DO HR is currently pulling data and will look at the past 5 years to identify trends and focus on underrepresented groups in relation to the students and areas we serve.

### **Student Equity: Gaps to be Addressed**

#### **Ethnicity: Two or More Races**

##### **Gap Identified:**

The district-wide Equal Employment Opportunity and Advisory Committee will be revising the Equal Employment Opportunity and Staff Diversity Plan this year. The goal is to enhance the plan and use it as an overarching guide for equal employment opportunity, unconscious bias training and develop improvements to close equity gaps district-wide. New committee members were added this year and sub-groups have been created to focus on data and innovative ways unconscious bias training can be delivered to all employees.

### **Outcomes Assessment: Actions Taken**

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

HR strives to provide excellent service to all departments and the public. Communication is crucial and therefore it is the practice of the CC HR office to respond to inquiries within 24 to 48 hours. This past year has been challenging as there has been turnover at the district in HR. The Vice Chancellor of HR position became vacant, leave the newly hired director to fill that gap. Then at the end of the year, the director left the district. This combination of events left voids within the department which caused a delay in providing information to stakeholders. At the end of the year, the director position was filled on an interim basis, which has helped with communication from the DO to the CCCC HR office.

In addition, a broad range of electronic processes are being reviewed for transition, such as electronic requisitions, on-boarding and streamlining open enrollment processes in order to enhance service to all stakeholders.

It is important to stay on track with recruitment deadlines and communicate with applicants. We lose quality applicants when recruitment processes take too long. The CCCC HR office continues to work closely with screening committees to develop early recruitment timelines. HR has also focused on the length of time it takes to fill positions, or The Average Time to Fill Key Performance Indicator (KPI). The data was not collected this past year due to the turnover in staffing.

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

The assessments outlined below are based on the previous program since the most recent program review was completed in late spring 2020.

Assessments were completed looking at the Average Time to Fill Indicator. There have been slight decreases in the number of days it takes to fill classified recruitments, however management and faculty positions have increased in the number of days it takes to complete the process.

In addition, assessments were completed in looking at equity gaps within recruitment pools. There was an overall improvement in the disproportionate impact with gender closing the gap and the data showed an improvement in the proportion of employees in diverse racial groups such as African American and Latino employees.

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

### **Program Review: Actions Taken**

#### **Human Resources**

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

2019-2020

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

Two-Year Strategies:

\* Implement and improve electronic open enrollment for health benefits.

The open enrollment period during summer 2020 was completely electronic. American Fidelity is the agency that administered the online enrollment. Employees either scheduled virtual meetings with a representative or self-enrolled via American Fidelity's website. Reviews were mixed regarding the process, however, issues were resolved relatively quickly and questions were directed to the district HR Benefits office for response.

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

Two-Year Strategies:

\*Work closely with screening committees, keep groups informed of recruitment dates, assist with time lines early in the recruitment process.

The Average Time to Fill Indicator was not extracted last fiscal year, however the data will be collected again in the 2020-2021 fiscal year.

\* Review untapped areas for advertising.

Reports need to be pulled from the applicant tracking system, People Admin to determine advertising needs. In addition, the district-wide Equal Employment and Advisory Committee is drafting the current year Equal Employment Opportunity and Staff Diversity Plan and will make recommendations for additional advertising to ensure we are reaching underrepresented groups.

Five-Year Strategies:

\* Develop E-Human Resource Environment.

Migration of HR requirements to electronic versions such as Employee Profile, position requisitions and on-boarding are still being developed. HR has experienced challenges when trying to fully develop electronic on-boarding for new hires. HR will be reviewing other applicant tracking platforms to replace People Admin in order to have full functionality.

\*Implement Cooperative Organization for the Development of Employee Selection Procedures (CODESP).

It has been determined that HR will not be moving forward with this tool. It was not being utilized during the subscription period. While it would be useful in providing screening committees with effective interview questions and consistent testing methods, the process to initiate the program for our specific positions and the training involved would be too time intensive.

HR will need to evaluate the current recruitment processes and develop recruitment strategies and effective evaluation tools to ensure we are attracting and hiring quality candidates.

## Annual Planning: Actions Taken

### Title IX Compliance

Title IX compliance will be ongoing. In August 2020 new Title IX regulations went into effect. District HR has been reviewing the new guidelines to ensure compliance. Since there are new reporting protocols and hearing procedures, training for HR and other officers will need to be developed.

The CCCC HR office has developed Title IX training for new hires. District HR will be developing a Title IX page for training along with annual re-certification notifications.

### Banner Projects

HR has not completed web time entry for part-time hourly employees or electronic leave requests and posting of absences. In addition, Employee Profile is still in the testing phase. There are several projects HR continues to review in developing for the e-human resource environment.

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## Review of Current Year Initiatives

### Reminder of Initiatives for the Current Year

#### Electronic onboard platform

#### Electronic Leave Reporting

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## Plan Initiatives for Next Year

# Initiatives for Next Academic Year

## Recruitment Strategies

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

No

**Specific Action Steps to be Taken:**

In an effort to affirm that human resources promotes and supports recruiting strategies and screening processes aimed at developing a high performing, diverse workforce, HR will continue to work closely with screening committees to keep groups informed of recruitment dates, and assist with time lines early in the recruitment process to avoid delays.

HR will be evaluating other applicant tracking systems in an effort to have a more user-friendly experience for applicants. In addition, HR will review platforms that will also allow for electronic requisition routing and electronic onboarding, which will streamline processes for both applicants and staff processing paperwork.

Incorporate the recommendations set forth in the Equal Employment Opportunity and Staff Development Plan that is currently being drafted. The committee has been charged with creating innovative ways to ensure equity and inclusion within the recruitment process. In addition, methods to deliver unconscious bias training district-wide will be incorporated into the plan.

**Lead Measure of Success:**

Track time necessary to route position requisitions for position advertising

Track time from initial screening date to completed 1st committee screenings

Completion of the Equal Employment Opportunity and Staff Development Plan

**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:**

Screening committee surveys after process to see if there was overall improvement

Track the Average Time to Fill Indicator

Track diversity within applicant pools through the applicant tracking system

Review employee retention

**Person Responsible:**

District HR Director and College Human Resources Manager

**It addresses a gap in outcomes assessment**

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

Goal 5: Strengthen Organizational Effectiveness

## **Equitable and Efficient Hiring Processes**

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

Yes

**Specific Action Steps to be Taken:**

Review current recruitment processes to ensure applicant pools are receiving effective interview questions and consistent testing methods. Provide resources to screening committees to enhance the interview process.

Adoption of additional recommendations from the Fair Chance Hiring Guidelines as outlined by the State Chancellor's Office. Ensure consistency when reviewing criminal backgrounds in terms of age and nexus of crime.

**Lead Measure of Success:**

Enhancements to interview tools

Develop guidelines when reviewing criminal backgrounds

**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:**

Screening committee surveys

New employee surveys

Pull data to evaluate new hires with criminal backgrounds

**Person Responsible:**

District HR Director and College Human Resources Manager

**It addresses a gap in outcomes assessment**

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

Goal 5: Strengthen Organizational Effectiveness

## **Clear and Accessible Employment and Benefits Information**

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

Yes

**Specific Action Steps to be Taken:**

Communication is key to achieving a high level of service to all departments and the public. The CCCC HR office needs to continue to reply to inquiries quickly. In addition, if there are gaps with communication or information on the website, those need to be considered and addressed immediately.

The district piloted Lean Six Sigma training to all district office employees in fall 2019. This program focuses on improving efficiencies. Continued training will be given to increase productivity in HR.

Transition to an e-human resources environment, such as electronic on-boarding, Employee Profile and electronic leave reporting will allow employees easy access to records and information. These projects have been delayed due to an inefficient applicant tracking system and data integrity in banner. In an effort to move forward with these projects, HR will be reviewing other applicant tracking platforms and focus on data integrity to ensure efficient implementation.

**Lead Measure of Success:**

Pre-Employee satisfaction survey to measure where information is lacking and what services can be improved

Data review reports in banner

Evaluate Lien Six Sigma strategies

**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:**

Post-Employee satisfaction survey to evaluate improvements made

Development of E-human resource environment

**Person Responsible:**

College Human Resources Manager

**It addresses a gap in outcomes assessment**

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

Goal 5: Strengthen Organizational Effectiveness

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## 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

Title IX Training

Staff diversity and equity training

Ellucian Live

Online trainings from Liebert, Cassidy & Whitmore (LCW)

Various HR related trainings for all HR staff

## Research and Data

HR will work closely with Institutional Research to identify data trends with recruitment in terms of ethnicity, gender and disaggregated by department and campus location.

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## Staffing Requests

### 1000 Category - Certificated Positions

**N/A**

**Location:**

**Justification:**

### 2000 Category - Classified Staff

#### Human Resources Technician

**Location:**

Ridgecrest/IWV

**Salary Grade:**

43.5

**Number of Months:**

12

**Number of Hours per Week:**

40

**Salary Amount:**

\$84,753.43

**Justification:**

Human resources positions are funded through district services not CCCC.

In December 2018 the part-time human resources assistant position became vacant, leaving only one full-time human resources assistant as department support. The human resources assistant is responsible for four payrolls, while at the same time trying to maintain the daily demands. During payroll deadline periods, other work is set aside. It has become increasingly difficult to maintain quality service to employees and the public with limited staff. E-human services in development will also create additional work at the campus level such as job building and recruitment services.

In addition to providing daily support, a human resources technician will give a higher level of support by providing technical expertise and administrative functions related to the applicant tracking system, job building, worker's compensation and long term leave tracking. This position will also assist in generating various reports necessary to ensure compliance with mandated training, along with assistance to the HR manager with HR district projects.