Human Resources Department
AUP for Academic Year 2020-2021
October 2019

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

Analysis was recently completed looking at the composition of recruitment pools and current college employee population in relation to the local service area population. This analysis was done using a proportionality index which looks at the total number within an outcome group over the total within that particular population.

Between 2017 and 2019 there was little change between the number of male and female applicants. Females remain over-represented, at 1.28 and males were under-represented at only .69. The data also shows a greater proportion of applicants within African American, American Indian and Asian/Pacific Islander groups applying for positions. The proportion of Hispanic or Latino/a Applicants is reflective of the CCCC service area at .98. White/Caucasian applicants dropped from .87 to .75 , showing a slight gap in applicants in this group as reflective of the CCCC Service Area.

When looking at current college employees, there was an overall 3-year improvement in the disproportionate impact of .19 towards gender equity in this category. Female employees went from 1.45 to 1.26 and males from .60 to .75. The data also shows improvement in the proportion of African American and Hispanic or Latino/a Employees in these diverse racial groups. The proportion of White/Caucasian employees is .92 , showing employees in this group are only .08 away from reflective of the CCCC Service Area. American Indian employees dropped from .63 to .56 showing a slight gap in employees in this group as reflective of the CCCC service area. Finally, the Asian and Pacific Islander Employees remain constant at 1.30. The data shows a proportion of .30 higher than the local service area population.

The proportionality index is more commonly used when looking at a large population area or, when combining areas such as was done when analyzing current applicant pools and employees as stated above. Over the next year, further analysis should be completed reviewing reviewing pools, current staffing and adding student groups relative to the individual service population areas.

Student Equity: Gaps to be Addressed

Outcomes Assessment: Actions Taken

Actions taken in the prior academic year

The HR Division underwent a district wide review of the efficiency and effectiveness of the department. The review was completed in three (3) phases:

1. Risk Management

2. Recruiting, hiring and on-boarding

3. Other HR functions

The findings in each area were reported out in June, August and October, 2018 with the final report presented to the Board of Trustees in January 2019.

The recommendations outlined in the report were:

• Bring Risk Management under the fold of HR

• Refine and automate processes

• Add a position to focus on recruiting, hiring and on-boarding by hiring a HR Specialist

• Hire a HR Director to manage the day-to-day operations at the district office and function as a point person for the colleges

HR continues to review positions that are difficult to fill.

In addition, a new performance indicator was introduced to identify potential obstacles within the recruitment process. The Average Time to Fill is defined as the time between when a position is posted and when the position is marked filled.

The Kern Community College District Equal Employment Opportunity and Staff Diversity Plan was revised last year. Several plan components were updated to guide the district's processes of equal opportunity in its recruitment and hiring policies.

Outcomes Assessment: Gaps to be Addressed

Recruitments

Type:

AUO

Target Missed/Gap Detected:

In order to be aligned with district HR, the HR AUO's were revised when completing the the 2019-2020 Program Review. The recruitment process touches on AUO strategies addressed in the 2014 Program Review and also within AUO #1 of the 2019-2020 Program Review: Reduce average time to fill rate each year. The average time to fill has increased over the past few years . This can be contributed to inconsistencies with our recruitment and applicant screening process district wide, along with delays that might occur with the screening committee.

As recommended above, an HR Specialist was hired to focus on recruiting and hiring. This added position has alleviated much of the work that was done at the campus and in just a short time has made a significant difference with our recruitments. In additional better, communication is being sent to screening committee chairs to avoid delays in developing recruitment timelines.

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

Human Resources

Year of Last Program Review:

2019-2020

Actions Taken in the Prior Year to Address Strategies:

As mentioned earlier, the AUO's were revised this year to align with District HR. Reducing the average time to fill rate is a core goal that will be a focus over the next few years.   The CCCC HR office will work closely with screening committees to develop early recruitment timelines to ensure we do not lose good applicants to lengthy delays. The initial email to Screening Committee Chairs has been revised detailing the recruitment process and requesting tentative dates in advance to avoid delays from the first review date to the interview date.

Another focus for HR will be automating processes to be more efficient in delivering the highest quality standards to all stakeholders. During summer 2019, electronic onboarding was implemented for health benefits coordinated by American Fidelity. HR has been working to add banner leave reporting within web time entry. This is ongoing with an expected completion in the 2020-2021 fiscal year.

Strategies Still to be Addressed:

Over the past several years, district HR has been working on electronic onboarding processes within the applicant tracking system, People Admin. HR has experienced significant challenges when trying to fully develop this process and is currently determining if we are going to continue this project with People Admin or move to another applicant tracking system. This will be a continued strategy for the next year.

Annual Planning: Actions Taken

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

The EEO and Staff Diversity Committee continue to look for improvements within the overall district recruitment process. The Equal Employment Opportunity (EEO) and Staff Diversity (SD) Plan was revised this past year. The committee is currently developing questions to survey representatives of screening committees in order to gather feedback regarding the recruitment process.

The 2016 Climate Survey Report showed the climate is more welcoming and supportive than in 2013. HR also analyzed the diversity of the recruitment pools and current college employees to measure equity gaps within these populations. Gaps in most areas are decreasing as outlined on page 1 of this report.

Utilize web time entry features with the new Banner 9 module

A major project HR has been dedicated to is moving leave reporting to the web time entry system. There have been delays with this project, but it is ongoing and will continue to be a strategy for next year. Implementation has been moved to the 2020-2021 fiscal year.

Review of Current Year Initiatives

Reminder of Initiatives for the Current Year

Title IX Compliance

N/A

Banner Projects

N/A

Plan Initiatives for Next Year

Initiatives for Next Academic Year

Electronic onboard platform

Is this part of a multiyear initiative?

Yes

Specific Action Steps to be Taken:

As mentioned earlier, district HR has been trying to implement electronic onboarding. We have had little success with the current applicant tracking system, People Admin. Over the next two years, district HR will be looking at other platforms in order to move forward with electronic onboarding processing. The goal is to have a system that can begin at the requisition routing and approval stage and move through the entire hiring cycle.

Lead Measure of Success:

Track and measure components of various platforms to ensure the needs of the district will be met.

Track progress of new platform completion through testing.

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:

Checklist to identify the new platform meets all needs including conversion to banner.

Person Responsible:

District HR Director and District HR Specialist, with a project team to be identified

It addresses a program review strategy

Which strategic goal does this initiative address?

Goal 4: Enhance Community Connections, Goal 5: Strengthen Organizational Effectiveness

Electronic Leave Reporting

Is this part of a multiyear initiative?

Yes

Specific Action Steps to be Taken:

This initiative was moved forward from last year. This is a key goal for next academic year.

Implementation of electronic leave reporting has been a goal for district HR for the past several years. District HR has been working with Ellucian by bringing in a consultant to look at business processes along with testing.   One obstacle is the implementation of Employee Profile, which was recommended to be activated in Banner 9 prior to activating electronic leave reporting. Issues with Employee Profile include the accuracy of banner information and determining which pieces to 'turn on'. District HR is currently

working with IT and will initiate Employee Profile this academic year in order to complete the implementation of Electronic Leave Reporting.

Lead Measure of Success:

Monitor completion of Employee Profile and completion of steps to finalize project.

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:

1. All employees transitioned to the web time entry system.

2. All employees utilizing employee profile for personal and employment information.

Person Responsible:

District Payroll Manager, District HR Director

It addresses a program review strategy

Which strategic goal does this initiative address?

Goal 5: Strengthen Organizational Effectiveness

Evaluate Resource Needs

Facilities

Information Technology

None.

Marketing

None.

Professional Development

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

Title IX Training

Online trainings from Liebert, Cassidy & Whitmore (LCW)

Various HR related trainings for all HR staff

Staffing Requests

1000 Category - Certificated Positions

2000 Category - Classified Staff

N/A

Location:

Salary Grade:

Number of Months:

Number of Hours per Week:

Salary Amount:

Justification:

All staffing requests are made by the Human Resources Vice Chancellor and documented in the District Office Administrative Review.