

Human Resources Program Review

Human Resources Mission Statement

The mission of the Copper Mountain Community College District Human Resources Department (HR) is to recruit diverse, high quality employees to consistently insure student success. The department supports employee's needs with training and professional development, benefits, labor negotiations, and a comprehensive, confidential, and secure system of record keeping. HR is committed to fostering an environment of respect and fairness by complying with ADA, Title IX, EOE, and federal and state laws and requirements as well as supporting the mission of the college.

Human Resources History

The Copper Mountain Community College District Human Resources office was established in July 1999 and staffed with interim-leadership. The new Human Resources department (HR), then known as the Personnel Department, was responsible for enforcement of all personnel policies and procedures at the newly formulated district. As a result of its separation from College of the Desert (COD), HR assisted with the overall transition of CMC from its designation as a college center (known then as Copper Mountain Campus) to that of a college district. One condition of the separation was that COD administrators of Copper Mountain Campus were required to reapply and interview for their positions at Copper Mountain College. During the first year, HR was able to recruit for full-time faculty, administrative staff and several classified positions.

On July 20, 1999, HR's newly developed Board Policies and Administrative Procedures for the selection of personnel were adopted. In addition, an affirmative action and equal opportunity statement was adopted. During this same period, HR created an employee record keeping system for both personnel and medical files. In general terms, HR was faced with the unique challenge of creating a department from the ground up and the development of formal processes and procedures from general application forms to the establishment of a Human Resources Information System (HRIS tracking system). Other challenges included bargaining with two newly formed associations, one for faculty (CMCFA) and one for classified employees (CSEA), and working with the Academic Senate in January 2001 to determine appropriate hiring committee composition. Also in 2001, the Human Resources Director worked with both the academic and classified senates to establish hiring protocols.

HR has established protocols for hiring and tracking employee applications and an Equal Employment Opportunity (EEO) hiring process. This also includes assisting students with finding a job on campus and processing student employees. HR has been busy reviewing current job descriptions and developing new job descriptions as new positions are needed and created.

In addition, HR has also developed methods for collegial negotiations with each of the college's bargaining groups. HR has worked with the Professional Development Committee on Staff Development Days and Flex Days to train and develop employees on personnel issues and help bring a sense of community to campus.

Of course, there are challenges that remain to be addressed such as meeting minimum qualifications and equivalency requirements for all faculty, conducting effective personnel actions, consistently and effectively conducting evaluations, quickly filling vacancies, providing an employee handbook and conducting new hire orientations.

Staffing, Titles and Responsibilities

The Human Resources Department originally consisted of two full-time positions. As the HR program grew, the department was expanded to three full-time positions through August 1, 2008.

1. Director of Human Resources
2. Human Resources Specialist
3. Human Resources Generalist II

On August 4, 2008, the college made a decision to not replace the vacancy of the Director of Human Resources and reorganize the department to two full-time positions:

1. Human Resources Manager
2. Human Resources Specialist II

The reorganization will assist the college in meeting the 50% law requirement and is currently being done on an interim basis until June 30, 2009. The department will again be reviewed at the end of the interim assignment.

Under the direction of the Superintendent/President, the Human Resources Manager (Interim) is responsible for overall personnel programs of the District including recruitment and hiring, evaluations of employees, position control, office management, equal opportunity, contract management, collective bargaining, conflict resolution, records management, a wide range of personnel reporting activities and other related personnel functions.

Under supervision, the Human Resources Specialist II performs a variety of human resources duties involved in worker's compensation, benefits, staff development, recruitment, employment, personnel records management, budgeting, and other related personnel functions in support of the Human Resources office and the District. The Human Resources Specialist II serves as a liaison to applicants, employees, students, and community members.

Staffing Needs

The staffing goals of CMC have been changed by the charge to comply with the 50% law. Full-Time faculty positions were determined and prioritized by the Academic Senate. Classified positions were filled whenever there was a vacancy. Additional classified positions were requested by a department supervisor and brought before the budget development committee to determine if funding was available. In December of 2007, the accreditation #6 task force came up with a master plan review of general overall hiring. This included how each position would impact the 50% law. The plan; however, could not foresee some adjustments necessary to comply with 50%, but is a good general overview of new positions needed as the college expands. In addition, program review of all programs will give the college a better idea of staffing needs. It is also anticipated that the classified senate will need to assist in the prioritization process of hiring classified staff during budget constraint periods as well as college expansion.

Specifically pertaining to Human Resources, there is a need for part-time clerical support. With the reorganization of the department to two employees, the need for coverage and completion of miscellaneous office tasks continues to be a challenge.

Whose services do you use and who do you have an effect on?

The Human Resources Department works directly with the Academic and Classified Senates, the Business Office, Financial Aid, and Payroll. The Academic and Classified Senates appoint staff to hiring committees and the Academic Senate determines a hiring priority for faculty positions. The Business Office gives HR an annual budget including monies allocated for professional growth. The Director of Fiscal Services approves, under budget, personnel requisitions for additional assignments, hiring of new employees, temporary staff, student workers, and tutors. The Business Office also processes purchase requests for departmental supplies, business cards and name badges for staff, contracts of presenters on professional development days and outside consultants. Financial Aid provides Federal Work Study eligibility for student workers and tutors to determine hiring eligibility. Payroll pays employees according to contracts created by HR, works collaboratively with HR on workers compensations claims and payment of employees on leaves of absence. Payroll also provides information concerning wages for contract negotiations and compensation issues.

Human Resources has an impact on the entire college. The hiring process and filling of vacancies as well as provided training determines the quality of employees serving the students, co-workers, subordinates, leaders, and the community.

HR also has an impact on the bargaining units through contract negotiations and personnel actions. How personnel situations are handled largely contributes to the morale and environment on campus.

Facilities

The Human Resources Office is located in Phase I of the main campus. Most recently, HR has moved into the location of the old bookstore. The move has made HR more easily identifiable and provides an additional locked door where personnel records are stored. By HR having its own office, interview candidates have a more private, quiet, and confidential area in which they can review questions or take exams for an interview.

Technology

The Human Resources Information System (HRIS) is a program called MAGIC. There is a newer version of MAGIC (PC2000) that is available and would be more beneficial to the department. Copper Mountain College is the only college using the older version and it is sometimes difficult for the county help desk to walk through issues and assist with any technical problems. In addition, training is no longer available on how to utilize the system. In the event of turnover, knowledge will be lost (of how to navigate the system) and cannot be replaced. The newer version of the system has much more capability to assist with reports and output of data; however training is necessary to maximize the potential. An upgrade of MAGIC is overdue.

Data Elements

Human Resources

Tasks Involving Recruiting and Hiring	2005/2006	2006/2007	2007/2008
Classified Applications Processed	499	444	320
Faculty Applications Processed	138	320	205
Student Worker / Tutor Applications Processed	114	125	145
Supervisor / Management Applications Processed	46	80	95
Classified Positions Filled (Including Temps)	27	16	15
Full-Time Faculty Positions Filled	3	13	5
Part-Time Faculty Hired	18	25	14
Student Workers Hired	49	40	37
Tutors Hired	3	8	45
Supervisor / Management Positions Filled	2	6	6
EEO Hiring Committee Training – Part I (# of Attendees at Two Hour Training Class)	34	18	56
EEO Hiring Committee Training – Part II (# of participants on hiring committees)	80	137	98
Salary Placements Completed	5	19	11
Job Descriptions Created	2	4	1
Job Descriptions Revised (Including Reclassification)	12	19	10

Training	2005/2006	2006/2007	2007/2008
Harassment Prevention Training (# attended)	120	68	46
Staff Development Day / Flex Day	4	4	4
Off Site Training / On Site Retirement Workshops	0	2	3
Open Enrollment Benefits Fair - Number of employees with benefits	62	73	96

Personnel Matters	2005/2006	2006/2007	2007/2008
Number of Grievances and Formal Complaints Processed	4	2	1
Worker's Compensation Reports	4	8	4
Worker's Compensation Claims	3	1	1
Non Industrial Leaves of Absence	3	3	4

**Executive Summary:
Program Review and Work Plan**

Program Name Human Resources

Category:

Program (Degree Certificate General Education Vocational
Instructional Direct Instructional Support Indirect Instructional Support

Process Leader: Bonnie Bilger / Tracy Sheehan

Lead Administrator Dr. Roger Wagner

Review Process Start Date (m/d/yy) Completion Date (m/d/yy)

Advisory Committee Meeting held on Date (m/d/yy) 9/25/08

Attendees: Bonnie Bilger - Human Resources Manager (Interim), Janice Blaisdell - Payroll Supervisor (Interim), Kathleen Chlebik - Part-Time Faculty, Jill Cohen - HR Manager / Hi-Desert Water District, Greg Gilbert - Full-Time Faculty and Vice President of Academic Senate, Lisa Hinton - Administrative Assistant to Vice President of Academic Affairs, Carolyn Hopkins - Librarian and President of CMCFA, Dani Lassetter - HR Manager / Town of Yucca Valley, Virginia Moore - Alternate Media Specialist and CSEA Job Steward, Dianna Morris - Project Activity Assistant Title V Grant, Tracy Sheehan - Human Resources Specialist II, Terry Spurrier - HR Manager / Joshua Basin Water District.

Summary of Data/Input review and findings (include reference to attachments): As part of Program Review, the HR databases for the past three fiscal years were reviewed. The application flow is relevant to the number of vacant positions. The process for creating and filling new faculty, classified, and supervisor/management positions is now largely driven by 50% law compliance. The Accreditation #6 task force came up with a hiring prioritization plan to cost out 50% law impact and is guided by the Master Plan. While compliance with the 50% law continuously changes, the plan is a good, general guide. The HR department is committed to reviewing the impact, of all new positions as well as vacant positions, on the 50% law and the budget before making determinations. This is evident with the current reorganization of the HR department.

The length of time it takes to fill a classified vacancy is a concern on campus. The classified bargaining agreement gives 90 days for a temporary person to fill a vacancy while a position is being recruited. Most of the time the 90 days is used in its entirety. The previous practice was to take vacant positions to the

Board of Trustees for authorization to recruit. This is because the Board meets once per month and depending on the resignation date and the next available meeting date a large amount of time is lost to begin the recruitment process. The Superintendent/President will ask the Board to eliminate the authorization to recruit when refilling positions, so that recruitment can begin as soon as a resignation date is known. The length of time for a temporary person to fill a vacancy is currently at the negotiating table with the District and CSEA.

The HR data for student workers shows that the number of tutors hired has significantly increased with the addition of the Title V Grant, Basic Skills Initiative, and America Reads / America Counts. This has impacted HR by increasing the processing workload, and the impact will increase as HR tries to meet requests for student worker / tutor new hire orientation and further professional development of those hired. The Student Success Center has been providing its own orientation for student workers and tutors. The Workforce Development Center and Career Specialist had in the past offered workshops and training for students (such as how to write a resume) however, the Career Specialist position is currently vacant and the job description is under review. The training suggested in our advisory committee meeting would be for HR to work with the students that are already hired and working. HR plans to initiate a new hire orientation process.

The HR training folder was reviewed and the issued certificates were counted to determine the number in attendance at the required harassment prevention and EEO training sessions that HR provides on campus. The data showed that there needs to be better consistency in following up with those employees in need of training and those that are not in compliance. For the last two required training sessions, an email notification was sent to individual employees to notify them that they needed to attend the next available training session.

The type of training provided is determined by the above mentioned requirements as well as the professional development committee for Staff Development Day and Flex Day. HR had previously worked with the President's Office to have one off-site training to help improve the overall climate. It can be interpreted that the staff at CMC is looking for HR to be a more resourceful presence on campus and provide additional training above and beyond the required and planned. HR has brought a STRS representative onto campus for individual retirement planning workshops and is investigating having more workshops for both PERS and STRS in the 2008/09 fiscal year. Requests have also been made for classified, manager, and supervisor new hire orientations. HR is also looking at professional training for managers and supervisors either on campus or off-site.

The HR Manager and Superintendent/President have started training managers and supervisors on the collective bargaining agreements at the bi-monthly management meetings. As of December 2008, trainings have been conducted on CSEA vacations and evaluations. The timeliness and usefulness of evaluations is a concern. HR tracks which employees are due for an evaluation for classified, supervisors and management. Academic Affairs tracks both full and part-time faculty evaluations. It is desirable that management will hold supervisors accountable when evaluations are not completed. The evaluation process for classified staff is being reviewed at the negotiating table with CSEA.

Per the District surveys, HR is currently viewed as ineffective when it comes to discipline and personnel actions. HR had taken some action without researching and consulting to make the best decision. The number of grievances for the past three years were reviewed, and while there is not a significant increase, HR has not been trusted to make the best decision possible for both parties involved. The reorganization of HR and PeRT (Personnel Relations Team) meetings, initiated by the Superintendent/President, has helped with the way personnel issues are handled. The new HR team is committed to attending available trainings and researching the collective bargaining agreements and laws before making a decision. While

some are still unsure of the new leadership, HR is doing its best to find the right answers, follow the right procedure for personnel action, and consult with all stakeholders first.

Summary of Work Plan (include reference to attachments): The work plan is already in action. For improved knowledge, the HR Manager has attended a training on "Reductions in Staffing" and "Public Meeting Law and Public Records Act: Review and Update" on October 16, 2008. The HR Specialist has attended a training on "Handling Grievances" and "Legal Issues for Negotiators" on September 19, 2008 and on "Overlapping Leave Laws" on November 14, 2008. The trainings were presented by the law firm Liebert, Cassidy, Whitmore.

The work plan was put together with goals that can be accomplished during the department's reorganization and interim assignments. The work plan addresses the review and findings while insuring that the goals are achievable and the target completion date is the same as the end of the interim assignments.

Work Plan

Instructions: Complete each element.

- Distribute the completed Work Plan to all internal & external stakeholders
- Goal: State the desired change or activity that is to take place. This may be only 1 or 2 items. Be careful to keep the Goal(s) realistic and manageable in number. It is better to plan to improve 1 or 2 things and make true progress.
- Resources Required: Identify what will be needed to accomplish the goal.
- Actions/Steps: Identify each "thing" that needs to be done to achieve the goal.
- Measurement: Describe how progress will be measured. This is usually a formula of data elements.
- Evaluation: State whether or not the goal was achieved and why or why not.
- Person Responsible: Identify who will be responsible for performing each of the Actions/Steps
- Target Completion Date: Set target dates for each of the Actions/Steps

Goal	Resources Required	Actions/Steps	Measurement	Person Responsible	Target Completion Date	Evaluation
New Employee Orientation for Classified, Management, and Student Workers	PowerPoint presentation. Current list of new employees. Classroom for presentation.	Determine frequency of orientations, put together relevant information into a ppt presentation, and book a classroom.	Number of new employees in attendance.	Bonnie Bilger and Tracy Sheehan	06/30/2009	N/A
Reduce length of time to fill classified vacancies	Current CSEA contract	Continue with EEO hiring committee training. Set timelines with committees.	Length of time of vacancies.	Bonnie Bilger and Tracy Sheehan	06/30/2009	N/A
Improved knowledge of current laws, Ed Code, and collective bargaining agreements.	Training. Personal commitment.	Attend all available trainings through Liebert Cassidy Whitmore. Commit to researching all information before taking action.	Effective personnel actions. Close of contract negotiations. Relationship with bargaining units.	Bonnie Bilger and Tracy Sheehan	06/30/2009	N/A