



2020-2021

Kern Community College District

District Office Administrative Unit Review

→ Human Resources

Submitted by:
Dena Rhoades
Interim Director, Human Resources

Executive Summary

a) In one paragraph or with bullet points, summarize the key points learned in this evaluation. *[list the highlights of the document]*

The Human Resources Department is comprised of four departments including Human Resources, Payroll, Benefits, and Risk Management.

During this evaluation period, the department experienced the following:

- Change of HR leadership.
- Transitioned from in person work to remote work for the entire department.
- COVID-19 leave processing and safety protocols
- Piloted student employment hiring Electronic Personnel Action Form (EPAF) to eliminate paper hiring process.
- Piloted an evaluation tool (EvaluationKIT) to research if this product will bring an increase in student evaluation responses.
- Continued working on improving process/procedures.
- Ratified CCA Successor Agreement 2021 – 2023.
- Budget Planning for possible downfall of statewide budget.
- HRIS improvements moving the Faculty Load and Compensation module forward for automated processing and the planning of the dissolution of Schedule Plus.
- Research and prepare for Property and Liability Insurance Carrier transition in 2020-2021 from Self Insured School of California (SISC) to Statewide Association of Community Colleges (SWACC).
- Prepared for 2020-2021 Implementation of Safe Colleges Training Platform (SWACC).
- Re-establishment of Districtwide Safety Committee.
- Went live with Banner Document Management

Future Directions of the Unit

a) Provide a brief abstract or synopsis of your unit's current circumstances and future needs. Please include any college priorities that affect your unit, and the connection to college planning and priorities.

The department has been undergoing a review for the last two (2) years. For the 2020-2021 fiscal year, the human resources department will be finalizing the outcome of the review as needed.

Current Needs:

- Negotiations with CSEA.
- Implementation of Lean Six Sigma District Office pilot program – focused on improving efficiencies and effectiveness.
- Analyze current applicant tracking system to determine if it meets the needs of the department and the District. Ensure the tracking system provides the reporting and recruitment needs to support the district-wide need for diversity hiring and tracking.
- Develop a consistent communication plan of payroll timelines and deadlines district-wide.
- Develop a process guide for managers across the district.
- Provide sexual harassment training for all employees as required by December 2020.
- Review our communication of health and welfare benefits to our employees including retirees.
- Ensure the district human resources department is following timelines for all districtwide committees in which it is responsible for leading.
- Finalize all employee leave forms and processes.
- Create electronic processes to cut down processing time for hiring employees of all classifications.

Future Needs:

- Replacing the vacant human resource leadership positions.
- Review our process for handling districtwide Title IX and other employee/student complaints.
- Succession planning for employees in the department.
- Expand our health and welfare benefit educational opportunities related to benefit and retirement education for all employees.
- Support all employees with providing comprehensive professional development as appropriate to their position

Section One: Unit Overview

- a) What is the purpose of the unit and what populations (internal and external) are served by the unit?** *[why does the unit exist and how does the unit support the mission and vision of the Kern Community College District; who benefits directly from the services provided by the unit]*

Human Resources strategically partners with the District's community to build and support an outstanding workforce dedicated to student success.

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

Human Resources serves a dual role: as an internal consultant to management on HR-related matters and as an advocate for employees. Human Resources is wholly committed to the 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.

a Section One: Unit Overview *(continued)*

b) Describe how the unit supports the colleges in achieving their mission and their efforts to improve student learning and achievement.

Human Resources strategically partners with the District's community to build and support an outstanding workforce dedicated to student success.

As a strategic partner in District operations, Human Resources endeavors to provide customer-centric services to internal and external stakeholders in key focus areas including: talent acquisition, on-boarding, labor relations, employee relations, performance management, benefits administration, leave of absence administration, reasonable accommodations, workplace safety/workers' compensation, HRIS, record management, payroll administration, policy and procedure administration and professional development.

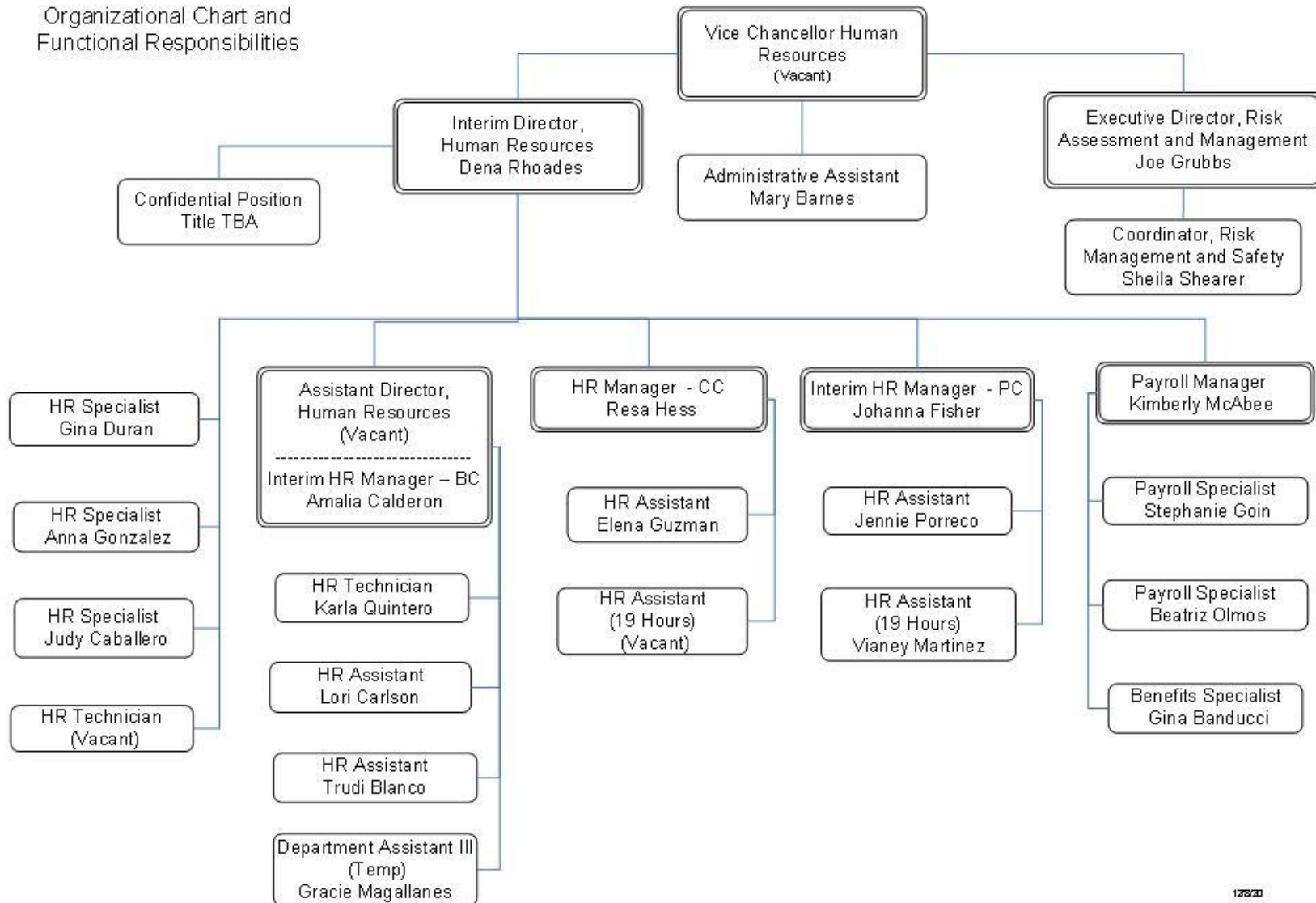
The Human Resources department seeks to revolutionize the way we administer our hiring process by moving to an e-Human Resources environment in the next two years in order to lessen the burden on District staff and make our requisition, recruitment, and onboarding processes enhance the experience for all District staff involved in hiring. This e-Human Resources environment will also enable Human Resources to better track our diversity efforts position by position to see if we are reaching a diverse audience for each position in the District, furthering the District's EEO plan and better reflecting the student population we serve.

Human Resources is the first and last point of contact for every employee in our District. The experience our new and departing employees have with Human Resources defines us as an organization, and Human Resources seeks to make sure all employees have an excellent customer service experience with HR.

c) How is the unit structured within the district?

Human Resources

Organizational Chart and Functional Responsibilities



a Section One: Unit Overview *(continued)*

d) For the positions included in the unit’s organizational chart, please provide a brief description of what primary processes or areas each position is responsible for as it relates to the work of the unit, district and colleges.

| Position | Primary Functions/Processes | Supplemental Functions/Processes | Additional notes |
|-------------------------------------|--|--|--|
| Vice Chancellor, HR | Plan, organize, and direct the District’s comprehensive human resources management and employee relations program. | <p>Develop, implement and document policies and procedures for academic, management, and classified employees</p> <p>Manage affirmative action and staff diversity</p> <p>Act as Chief Negotiator with labor unions</p> <p>Ensure Compliance with Collective Bargaining Agreements, state and federal laws, etc.</p> <p>Oversee District payroll, risk management, and HR operations</p> | <p>Provides strategic policy direction for HR operations.</p> <p>Ensure that Human Resources serves as a strategic partner to District and College leadership.</p> |
| Executive Director, Risk Management | Under the direction of the Vice Chancellor, HR, responsible for the assessment and management of risk in District operations, excluding finance and information technology | <p>Oversee worker’s compensation, ADA compliance, and reasonable accommodations</p> <p>Lead and oversee internal district investigations into complaints involving</p> | Ensure the District manages and mitigates risk appropriately |

| | | | |
|---------------------------|---|--|--|
| | | <p>discrimination, harassment, Title IX violations, etc.</p> <p>Oversee, monitor, and ensure compliance with safety and other required trainings Districtwide</p> <p>Oversees Property and Liability program</p> | |
| Director, Human Resources | <p>Under the direction of the Vice Chancellor, HR, plan, direct, manage, supervise and oversee the daily activities and operations of the District's Human Resources and employee benefits functions.</p> | <p>Oversee and supervise Human Resources operations Districtwide.</p> <p>Supervise and direct activities for recruitment, as well as HR staff at college campuses.</p> <p>Coordinate recruitment and selection, classification and compensation for all District staff and faculty positions.</p> <p>In coordination with the Vice Chancellor, HR, manage labor relations and collective bargaining.</p> <p>Monitor, evaluate, recommend and implement changes to service delivery methods and procedures.</p> | <p>Provides operational and strategic leadership in the Human Resources Department.</p> <p>Ensure that Human Resources serves as a strategic partner to District and College leadership.</p> |

| | | | |
|---|--|---|---|
| <p>Payroll Manager Kimberly McAbee</p> | <p>Under the direction of the Vice Chancellor, HR manage the payroll department to assure various payrolls are processed correctly and ensure employees are paid timely.</p> | <p>Oversee payroll specialists regarding payroll processing</p> <p>Oversee benefit specialist regarding benefit administration</p> <p>Ensure payroll deductions are accurate</p> <p>Ensure CalSTRS and CalPERS contributions are accurate according to pension rules</p> | <p>Serves as primary management representative for pay issues Districtwide.</p> |
| <p>Assistant Director – Bakersfield College</p> | <p>Under the direction of the Director, Human Resources, provide HR leadership and support at College Level</p> | <p>Oversee position management, recruitment and hiring at the Campus level</p> <p>Track and ensure compliance with employee evaluations</p> <p>Train College management team on compliance issues related to personnel, hiring, payroll, and investigations; ensure Campus remains compliant in personnel and HR matters</p> <p>Investigate complaints, address performance management, and discipline</p> <p>Assist Vice Chancellor, HR, and Director, HR with labor relations and negotiations</p> <p>Serves as HR expert in Banner, Banner Security & Banner processes</p> | <p>Serves as primary Human Resources support and information to the campus and assists with district-wide HR projects</p> |

| | | | |
|--|---|--|--|
| <p>Human Resources Manager – Cerro Coso College</p> | <p>Under the direction of the Director, Human Resources, provide HR leadership and support at College Level</p> | <p>Oversee position management, recruitment and hiring at the Campus level</p> <p>Track and ensure compliance with employee evaluations</p> <p>Train College management team on compliance issues related to personnel, hiring, payroll, and investigations; ensure Campus compliance in personnel and HR matters</p> <p>Investigate complaints, address performance management, and discipline</p> <p>Assist Vice Chancellor, HR and Director, HR, with managing labor relations at the College</p> | <p>Serves as primary Human Resources support and information to the campus</p> |
| <p>Human Resources Manager – Porterville College</p> | <p>Under the direction of the Director, Human Resources, provide HR leadership and support at College Level</p> | <p>Oversee position management, recruitment and hiring at the Campus level</p> <p>Track and ensure compliance with employee evaluations</p> <p>Train College management team on compliance issues related to personnel, hiring, payroll, and investigations; ensure Campus compliance in personnel and HR matters</p> <p>Investigate complaints, address performance management, and discipline</p> | <p>Serves as primary Human Resources support and information to the campus</p> |

| | | | |
|-----------------------------|--|--|---|
| | | <p>Assist Vice Chancellor, HR and Director, HR, with managing labor relations at the College</p> <p>Oversee retiree insurance billing</p> | |
| HR Specialist – Recruitment | Under the direction of the Director, Human Resources, oversee and coordinate recruitment and hiring for the District | <p>Manage all position requisitions for permanent positions in the District</p> <p>Evaluate effectiveness of recruitment strategies and make recommendations, ensure effective use of social media platforms for recruitment</p> <p>Assess minimum qualifications for all applicants and perform initial screening of applications</p> <p>Develop and provide training on diversity and EEO requirements to interview committees</p> <p>Coordinate and attend recruitment fairs for academic and classified employment opportunities</p> <p>Work with selection firms for high level Administrative recruitments</p> <p>Perform Reference Checks, onboarding</p> | Lead Classified Confidential position for recruitment services to the District. Requires strong analytical skills, critical thinking, strong communication skills and customer service. |

| | | | |
|--|---|---|---|
| <p>HR Specialist – Academic & Management</p> | <p>Under the direction of the Director, Human Resources, responsible for the maintenance of all new and existing Academic and Confidential/Management positions and employees in the District</p> | <p>Ensure the District accurately tracks and reports Annual Faculty Obligation Number; provides information to District and College leaders, and HR Specialist - Recruitment to ensure that recruitment matches our FON obligations</p> <p>Ensure all Academic, Confidential and Management employee job records are built and maintained accurately in the District’s HRIS (Banner), and that employees are paid timely and accurately</p> <p>Process reclassifications for Confidential and Management employees</p> <p>Prepare all job records so that payroll data is accurate and timely, including mastery of the Faculty Load and Compensation process</p> <p>Maintain Faculty Collective Bargaining information and ensure compliance with CCA Contract; ensure compliance with Board policies and regulations</p> <p>Maintain District personnel files and ensure filing of all personnel related documents is done timely</p> | <p>Requires critical thinking and complex problem-solving skills to analyze data and processes; responsible for ensuring effective processes and recommending process improvements. Requires strong communication skills, research abilities, and outstanding customer service.</p> |
|--|---|---|---|

| | | | |
|-----------------------------------|---|--|---|
| <p>HR Specialist – Classified</p> | <p>Under the direction of the Director, Human Resources, responsible for the maintenance of all new and existing Classified positions and employees in the District</p> | <p>Ensure all Classified, short term temporary workers, and substitute employee job records are built and maintained accurately in the District’s HRIS (Banner), ensure employees are paid timely and accurately</p> <p>Process reclassifications for Classified employees and coordination of District’s JAQ process</p> <p>Prepare all job records so that payroll data is accurate and timely</p> <p>Maintain Classified Collective Bargaining information and ensure compliance with CSEA Contract; ensure compliance with Board policies and regulations</p> <p>Track Tuberculosis (TB) test due dates and communicate with employees regarding TB testing</p> <p>Maintain District personnel files and ensure filing of all personnel related documents is done timely</p> | <p>Requires critical thinking and complex problem-solving skills to analyze data and processes; responsible for ensuring effective processes and recommending process improvements. Requires strong communication skills, research abilities, and outstanding customer service.</p> |
|-----------------------------------|---|--|---|

| | | | |
|---------------------------------------|--|---|---|
| <p>HR Technician- District Office</p> | <p>Under the supervision of the Director of Human Resources, assist the Human Resources and Benefits departments with building jobs, DOJ/FBI background checks, and benefits enrollment and change processing.</p> | <p>Process Academic special compensation assignments.</p> <p>Process, track, and ensure compliance for leave of absence requests Districtwide (FMLA/CFRA/PDL/military/other)</p> <p>Manage Professional Development/Tuition reimbursement program for Classified, Confidential & Management employees</p> <p>Serve as backup to HR Technician - BC for building of Student and Professional Expert jobs</p> <p>Assist HR Specialists as needed</p> <p>Assist Benefits Specialist with Employee Benefits, including retiree health and welfare benefits, employee support & communication, and billing</p> <p>Process all DOJ/FBI background checks Districtwide, and alert management to “hits”</p> | <p>Responsibilities for this position are shifting to take a lead role in streamlining and ensuring compliance with FMLA/CFRA/PDL, etc., leave requests</p> <p>This position is also assuming responsibility for the higher-level duties formerly performed by the DA III</p> |
| <p>Benefits Specialist</p> | <p>Under the direction of the Director of Human Resources, assume daily responsibility for all health and welfare related benefits offered by the District</p> | <p>Manage relationship with American Fidelity and ensure timely enrollment of new hires, mid-year qualifying life events, and open enrollment</p> | <p>Primary high-level responsibility for all health and welfare offerings in the District. Responsible for maintaining communication with all carriers, H&W vendors and consultants</p> |

| | | | |
|--------------------------|---|--|--|
| | | <p>Ensure compliance with Affordable Care Act requirements to provide health coverage to all full-time employees, prepare ACA reporting, ensure bronze plan offered where appropriate</p> <p>Reconcile all health and welfare related bills and ensure timely payment to carriers</p> <p>Ensure all H&W deductions in District's HRIS system are accurate so that employees' pay is deducted appropriately</p> <p>Provide support and assistance to employees with H&W related questions or concerns, intervene with carriers as necessary to provide support to employees</p> <p>Coordinate annual flu shot clinics and health smarts events districtwide</p> <p>Organize workshops and other events to educate employees about the District's health and welfare programs.</p> | |
| Payroll Specialists – DO | Under the direction of the Payroll Manager, responsible for processing all district payrolls and ensure accuracy of employee pay. | <p>Process Academic, Management, Classified, and Temporary employee payrolls</p> <p>Enter absence slips to ensure leave balances are accurate for all employees</p> | Primary day-to-day responsibility for all pay and leave balance matters. |

| | | | |
|--|---|---|---|
| | | <p>Ensure pay is docked appropriate when employees are in 50% pay or full dock status</p> <p>Monitor workers compensation leave balances</p> | |
| Risk Coordinator – DO | Under the direction of the Executive Director – Risk Management, process workers compensation claims and reasonable accommodation requests | <p>Process workers compensation claims and notify SISC of new claims; monitor claim status</p> <p>Work with supervisors and Executive Director – Risk Management to determine whether work restrictions can be accommodated</p> <p>Notify payroll of workers compensation claims so that leave balances can be tracked appropriately</p> <p>Initiate interactive process for work restrictions and/or disability related accommodation requests; work with Executive Director – Risk Management and Vice Chancellor, Human Resources to complete interactive process meetings</p> | <p>Responsible for the daily processing of workers compensation claims and disability related accommodation requests</p> <p>Works with managers to ensure accommodations are implemented and followed</p> |
| Administrative Assistant – Human Resources | Under the supervision of the Vice Chancellor, Human Resources, perform a variety of difficult, complex, and confidential administrative and clerical tasks in support of HR Activities. | <p>Prepare and monitor Department budget, process all purchase orders, process and pay invoices</p> <p>Assist the Vice Chancellor with preparation for board meetings and closed session</p> | High level administrative support for Vice Chancellor, Human Resources, and Director of Human Resources. |

| | | | |
|--|--|---|--|
| | | <p>Arrange travel for HR Department staff</p> <p>Organize, prepare agenda, and take minutes for a variety of HR related meetings</p> <p>Assist Vice Chancellor with preparation for labor negotiations; serve as notetaker for all labor negotiations sessions</p> <p>Monitor, log, and track all grievances</p> <p>Independently manage administrative and office details not requiring the immediate attention of the Vice Chancellor</p> <p>Organize and maintain all mandated cost for qualifying reimbursable activities</p> <p>Order supplies on a weekly basis, and track supply budget throughout the year</p> <p>Create new position numbers, and work with business services to activate position numbers</p> | |
|--|--|---|--|

| | | | |
|-----------------------------------|---|---|---|
| <p>HR Assistants – BC, CC, PC</p> | <p>Under the direction of the Campus HR Managers, responsible for coordinating the hiring process at the campus level, and processing all hiring, reclassification, resignation/retirement paperwork in a timely manner</p> | <p>Schedule interviews & coordinate with interview committees to screen and interview candidates for all campus positions</p> <p>Work closely with departments, student financial aid office, and District Office Human Resources to ensure all hiring is done to District needs</p> <p>Process all hiring paperwork and payroll reports and provide to District HR Specialists</p> <p>Process leave of absence requests, enter absences into Banner from absence reports</p> <p>Create overtime/compensatory time spreadsheets</p> <p>Assist HR Manager with other duties to ensure the efficient operations of the campus HR office</p> | <p>These positions provide critical support at the campus HR level. Requires strong communication skills and excellent customer service</p> |
| <p>HR Technician – BC</p> | <p>Under the direction of the Bakersfield College Human Resources Manager, provide technical support in the hiring process Districtwide</p> | <p>Process student worker and professional expert jobs Districtwide</p> <p>Coordinate all first recruitment committee meetings, communicate to stakeholders about recruitment process, and facilitate all interview date activities including testing and interview question review</p> | <p>Public facing position involved with multiple stakeholders in the recruitment and onboarding process.</p> |

| | | | |
|---|---|---|--|
| | | <p>Meet with new hire employees for onboarding process, prepare, review and collect new hire paperwork, enter relevant information into HRIS system</p> <p>Backup for HR Technician – DO on employee leave of absence matters</p> | |
| <p>Department Assistant III – Bakersfield College</p> | <p>Under the direction of the Bakersfield College Human Resources Manager, provide clerical support and customer service support to campus staff.</p> | <p>Assist with recruitment process, including scheduling interview appointments, setting up rooms, recruitment materials for committees, etc.</p> <p>Provide receptionist duties including answering phones and ordering supplies</p> | |

Section Two: Administrative Unit Outcomes (AUOs)

a) **List all the AUOs for the unit.** AUOs describe what a customer or end-user will understand, experience or obtain as a result of the service the unit provides to the colleges and other internal stakeholders. Describe the method of assessment and the criteria used to determine success in the service provided. The assessment method should include some way of measuring college, internal or external stakeholders' demand or need for and satisfaction with the service (add additional rows as necessary.)

| Administrative Unit Outcomes (AUOs) | Strategic Plan Alignment | Review Period | Method of Assessment | Criteria for determining success in service provided |
|---|--|------------------|--|---|
| <p>Applicant Tracking System</p> <p>Transition from PeopleAdmin to NEOGOV to implement E-Human Resources environment for our entire recruitment and hiring process, including electronic requisition routing, applicant tracking, hiring, and onboarding.</p> | <p>Goal 5: Strengthen Organizational Effectiveness</p> | <p>2019-2022</p> | <p>Assess time spent on the paperwork necessary to route requisitions for signature, attach all backup documentation, post a position, screen applications, hire a candidate, complete a manual onboarding process including more paper that must be sent to District Office, distributed to relevant individuals, and added to a paper personnel file.</p> <p>With new leadership this year, NEOGOV will be re-evaluated to ensure this meets the needs of the department. There is a desire that the software also provides the data reports needed by the district.</p> | <ol style="list-style-type: none"> 1) Track time necessary for a requisition to be routed electronically in NEOGOV 2) Survey supervisors regarding the experience with using the electronic requisition routing system 3) Measure time from initial screening date to completed 1st committee screenings 4) Survey new hires regarding onboarding experience 5) Time saved in onboarding employee with new hire paperwork submitted electronically and routed automatically 6) Data reporting |

| | | | | |
|----------------------------------|--|-----------|---|---|
| BANNER Implementations | Goal 5: Strengthen Organizational Effectiveness | 2019-2021 | <p>Assess time spent in manually inputting absence slips into Banner in order to update leave balances.</p> <p>With new leadership, this process will be re-evaluated to ensure this is the direction the district would like to go. It is hopeful that it will improve the current paper process that is in place.</p> | <ol style="list-style-type: none"> 1) Reduced time in processing absence balances 2) Greater accuracy in inputting and tracking leave balances |
| Professional Development Program | Goal 5: Strengthen Organizational Effectiveness | Ongoing | <p>Assess enrollment and completion of professional development and required safety trainings by employees for compliance</p> <p>Human Resources will work with the colleges on the appropriate professional development implementation, completion and tracking plan.</p> | <ol style="list-style-type: none"> 1) Greater use of offered professional development by employee classification 2) Compliance data regarding completion of required and recommended safety training 3) Survey of employee satisfaction with new platforms |

| | | | | |
|--|--|---------|---|--|
| Diversity Hiring Practices | Goal 5: Strengthen Organizational Effectiveness | Ongoing | Review the process to hire employees who reside out of state. There has been an interest from departments districtwide for hard to fill positions and diversity purposes. | <ol style="list-style-type: none"> 1) Expand hiring to outside of California 2) Help to fill positions that are hard to fill 3) Provide additional diversity opportunity for the District |
| Hiring Committee Training and Evaluation | Goal 5: Strengthen Organizational Effectiveness | Ongoing | Create surveys to ensure human resources is providing effective and efficient support for screening committees. | <ol style="list-style-type: none"> 1) Assure timelines are being met 2) Compliance of hiring committees |

| | | | | |
|-----------------------------|--|---------|---|---|
| Employee Evaluation Process | Goal 5: Strengthen Organizational Effectiveness | Ongoing | Ensure employee evaluations of all classifications are completed timely and a goal of 100% completion | <ol style="list-style-type: none"> 1) Ensure we are meeting accreditation requirements 2) Support employees to provide them with feedback to be successful in their positions 3) Succession planning |
|-----------------------------|--|---------|---|---|

Section Two: Administrative Unit Outcomes (AUO)

b) Summarize the results from any AUOs evaluated during the past year, including feedback on services rendered during the past year. Provide details regarding findings and plans for change or improvement of service, if needed.

- 1) We experienced significant challenges and discovered a variety of shortcomings with the electronic Onboarding system and implementation with People Admin. Human Resources ultimately decided that People Admin is unable to meet our needs. People Admin continues to suffer from significant turnover, and our onboarding project has been in process for nearly 2 years without being any closer to a go-live date. In looking at the Requisition Routing platform with People Admin, we are not confident in their ability to implement that module for us effectively given the issues we have experienced with the Onboarding module. After much research, the District will be continuing this AUO in the upcoming year but transitioning to NEOGOV to provide the full scope of the District's needs.

The Department was unable to implement NEOGOV due to staffing changes and challenges. It is the intent to re-evaluate the presented information and have a new platform by July 1, 2021.

- 2) The Department was unable to implement the Leave Reporting module of Banner due to staffing changes and data integrity issues. The department is working to scrub the data in the system and continue to work on this important project in the upcoming years to ensure that we become more efficient and effective as we serve our stakeholders.

The Department will re-evaluate the process and decide by June 30, 2021 if it is possible to implement the leave reporting project.

- 3) The work toward implementing the Professional Development Learning Management System was initially delayed due to insufficient staffing in department. When the work began on the project, the three colleges provided feedback that will require more discussion about how the HR department can assist them with their professional development needs.

We are currently implementing SWAAC to track our compliance training. Once this platform is in place long enough to evaluate its capabilities, Human Resources will collaborate with the colleges to determine if this is sufficient or an additional platform is needed to meet the needs of the colleges. Human Resources will also work with the colleges on the appropriate professional development implementation, completion and tracking plan.

Section Three: Key Performance Indicators (KPIs)

- a) List the KPIs for the unit along with the relevant outcomes for the last 3-5 years. KPI data tracks process efficiency and demand for services. Examples of KPIs include a count of customers served, a count of services performed, the average time to complete a service, etc. They are closely related to the AUOs and should reflect the unit's core function or purpose.

| Key Performance Indicators (KPIs) | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|--|---------------|---------|---------|---------|
| 1. Total Full-time Faculty | 420 | 452 | 449 | 468 |
| 2. Total Full-time Temporary Faculty | - | - | - | 6 |
| 2. Total Part-time Faculty | 763 | 771 | 750 | 817 |
| 3. Total Classified positions | 512 | 538 | 557 | 524 |
| 4. Total Confidential positions (may have been included in Management totals in previous years) | - | - | - | 10 |
| 5. Total Management positions | 164 | 180 | 166 | 188 |
| 6. Workers' Compensation claims (claims submitted, denied by SISC, total cases addressed) | 22 | 23 | 29 | 25 |
| 7. Requests for reasonable accommodations | Approx. 10-12 | 51 | 34 | 30 |
| 8. Benefits enrollment numbers by year (total of all classifications) * includes Retirees with benefits, previous years did not capture Retiree numbers | 1029 | 1550* | 1526 | 1567 |
| 9. Complaints and investigations (may include DFEH, EEO, Title IX, Title 5, Ethics Point, and Grievances) | 174 | 93 | 42 | 61 |
| 10. Average Time to Fill a posted position (days) | 162 | 88 | 98 | 85 |
| 11. Number of Recruitments (Districtwide) | - | - | - | 144 |
| 12. Number of Applications Reviewed by Human Resources | 14,586 | 11,085 | 10,608 | 10,637 |

b) What unexpected changes or challenges did your unit encounter this cycle? How does your trend data impact your decision-making process for your unit?

Unexpected leadership changes in the human resources department occurred. This impacted the progress of projects that were scheduled for completion this year.

The fact that our data in the HRIS system is delaying implementation of projects, is concerning. We will be focusing on data integrity over the next evaluation cycle to ensure smooth implementation.

The decrease to the average time to fill was expected due to the department hiring of a HR Specialist focused primarily on recruitment efforts. The previous years AUR included hiring a HR Specialist for recruitment and this has shown to be successful in lowering the time to fill vacant positions.

The decrease of applications received over the past couple of years is due to the decrease of faculty recruitments. Each year since 2015-16 the number due to the Faculty Obligation Number (FON) has decreased. This year due to the pandemic we have paused on the recruitment of some positions which would also cause the number of applications received to decrease.

Section Four: Progress on Unit Goals

a) **List the unit's current goals.** For each goal, discuss progress and changes. Provide an action plan for each goal that gives the steps to completing the goal and the timeline. If unit goal is for service to a group outside of the unit, indicate which group in the last column. (Add additional rows as necessary.)

| Unit Goal | Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal? | Progress on goal achievement (choose one) | Status Update — Action Plan | Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.) | Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.) |
|---|---|---|---|---|--|
| E-Human Resources environment – migrate HR forms to electronic versions | Goal #5 Strengthen Organizational Effectiveness | <input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing: _____ (Date) | <p>HR will continue to work on transitioning all of our documents to electronic versions to help us become more efficient and effective.</p> <p>HR has moved forward with Banner Document Imaging (BDM) and gone live. This will end the mass amounts of paper in the department.</p> <p>HR has implemented online onboarding with new employee paperwork.</p> <p>HR is currently updating all HR</p> | | |

| | | | | | |
|--|--|---|--|--|--|
| | | | <p>PDF forms to become fillable and 508 compliant</p> <p>HR in collaboration with Job Placement at Bakersfield College piloted the electronic personnel action process for student employment eliminating paper and expediting hires</p> | | |
| <p>Implement Cooperative Organization for the Development of Employee Selection Procedures</p> | <p>Goal #5 Strengthen Organizational Effectiveness</p> | <p><input type="checkbox"/> Completed: May 2019 (Date)</p> <p><input checked="" type="checkbox"/> Revised: <u>7/1/2020</u> (Date)</p> <p><input type="checkbox"/> Ongoing: _____ (Date)</p> | <p>HR implemented in CODESP and will continue to train staff and hiring committees on the use of this powerful selection tool. This tool has not been utilized much since implementation. HR was able to end the contract with CODESP and are no longer using this tool. HR in collaboration with the District's EEO Advisory Committee will be revising the EEO Plan and will incorporate best practices for the selection of employees</p> | | |

| | | | | | |
|--|--|---|--|--|--|
| Implement Lean Six Sigma | Goal #5 Strengthen Organizational Effectiveness | <input type="checkbox"/> Completed: (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing: August 2019 (Date) | Lean Six Sigma training was provided to all district office employees in the Fall of 2019. Continued training will be needed to ensure adequate employee training results in increased efficiencies and effectiveness. Remote work has accelerated some streamlining processes and delayed others. With the change of staffing Lean Six Sigma will be re-evaluated on how to proceed. | | |
| Implement a Districtwide safety and security committee to address both district and college specific needs and provide support to college safety and security personnel to address the | Goal 5: Strengthen Organizational Effectiveness | <input type="checkbox"/> Completed: (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing: August 2019 (Date) | Begin holding Districtwide meetings in January 2020. The Executive Director, Risk Management will reach out to the colleges for representation from all employee groups. Updates on district-wide initiatives will be addressed and | Porterville College and Cerro Coso Community College | |

| | | | | | |
|---|--|--|---|--|--|
| emergency notification system, Clery reporting, and Board Policy revisions. | | | reported out in the meetings as well as specific goals. Prior to COVID-19 these meetings were held. They will continue with remote work. | | |
|---|--|--|---|--|--|

Section Five: New or Revised Goals

a) List new or revised goals, if applicable. (Add additional rows as necessary.)

| Replacement Goal | Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal? | Status Update — Action Plan | Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.) | Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.) |
|-------------------------|---|-----------------------------|---|--|
| | | | | |

Section Six: Current Unit Resources

- a) List the unit's current resource levels by outlining existing staff, listing (major) technology/equipment the unit uses, describing the space the unit occupies, and the unit's current budget.

| Resources | Current Level | |
|---|--|-----------------------|
| Staffing (list current staffing levels) | Vice Chancellor, Director Human Resources, Executive Director Risk Assessment & Management, 1 Assistant Director, 2 HR College Managers, Payroll Manager, Administrative Assistant, 3 HR Specialists, Benefits Specialist, Risk Management and Safety Coordinator, 2 HR Technicians, 1 Department Assistant III, 2 Payroll Specialists, 4 HR Assistants, 2 HR Assistants (19hrs) | |
| Technology / Equipment | Banner, Lean Six Sigma, NeoGov, Computers | |
| Space / Facilities | | |
| Budget (Unrestricted) Total | \$2,059,707.76 | Notes (if any) |
| 1000 (Academic Salaries) | \$191,614.93 | |
| 2000 (Classified Salaries) | \$848,304.84 | |
| 3000 (Employee Benefits) | \$481,977.99 | |
| 4000 (Supplies & Materials) | \$32,410.00 | |
| 5000 (Operating Expenses and Services) | \$490,400.00 | |
| 6000 (Capital Outlay) | \$15,000.00 | |
| 7000 (Other Outgo) | \$0 | |
| Budget (Restricted) Total | \$75,012.29 | |
| Budget (Contract/Community Ed) Total | \$ | |

Section Seven: Resource Augmentation Analysis

- a) Discuss the impact of new resources your unit is requesting for next year's cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with the rationale. If a college is not requesting the new resource, leave the "College(s) requesting" column blank. Rank the proposals in order of their importance to the unit ("1" is most important; "5" is least important)

| Resource Category | Resource Requested (Include Cost) | Discuss how the new resource will impact your unit's effectiveness in providing service to the colleges or other groups and what college planning reflects or suggests this need. | College(s) requesting this new resource to your unit. (Leave blank if no college requests the new resource.) | Rank |
|--|--|---|--|------|
| Positions: <i>Discuss the impact new and/or replacement management and/or staff will have on your unit's service to the colleges.</i> | <input checked="" type="checkbox"/> 1: Classified Staff <input checked="" type="checkbox"/> 2: Administrator | Once the Vice Chancellor, Human Resources is selected, a confidential employee replacing the DA III position previously eliminated. The Interim HR Manager will be replaced with the permanent Assistant Director, Human Resources. | | 1 |
| Professional Development: <i>Describe briefly, the effectiveness of the professional development your unit will be engaged in (either providing or attending) during the next cycle</i> | <input checked="" type="checkbox"/> 1: Provide Professional Development <input type="checkbox"/> 2: Attend Professional Development | FRISK training will provide support for managers when coaching, evaluating and disciplining employees | | 3 |
| Facilities: <i>If your unit receives a building remodel or renovation, additional furniture or beyond routine maintenance, explain how this request or requests will impact your unit's service to the colleges.</i> | <input type="checkbox"/> 1: Space Allocation <input type="checkbox"/> 2: Renovation <input type="checkbox"/> 3: Furniture <input type="checkbox"/> 4: Other <input type="checkbox"/> 5: Beyond Routine Maintenance | N/A | | |
| Technology: <i>If your unit receives technology (audio/visual – projectors, TV's, document cameras) and computers, explain how this request or requests will impact your unit's service to the colleges.</i> | <input type="checkbox"/> 1: Replacement Technology <input checked="" type="checkbox"/> 2: New Technology <input type="checkbox"/> 3: Software <input type="checkbox"/> 4: Other _____ | Having scanners at each work station will increase productivity and decrease time to process new employees. | | 2 |
| Other Equipment: <i>If your unit receives equipment that is not considered audio/visual or computer equipment technology, explain how this request or requests will impact your unit's service to the colleges.</i> | <input type="checkbox"/> 1: Replacement <input type="checkbox"/> 2: New <input type="checkbox"/> 3: Other _____ | N/A | | |
| Total cost of resource needs over and above current budget allocation: | | | | \$0 |

Section Eight: Conclusion

a) Present any conclusions and findings about the unit and its connection to the work of the colleges. (ACCJC Std IV.D.2, IV.D.5, IV.D.7):

The department as stated in the previous sections has had significant leadership changes over the past couple of years. It has been difficult for the Department to gain traction to implement the project goals that were identified in the previous Administrative Unit Review. The department is regrouping and is taking on projects and completing them. It is expected the department will be successful in completing the goals set forth this year.

Lastly, the human resources department will continue to build a cohesive and trusting relationship between the district office and the colleges in an effort to provide support to ensure they achieve their missions and support the goal of student learning, student achievement and institutional effectiveness. The Department will continue to provide support to the colleges to ensure human resource operations run efficiently and smoothly.

Routing and Review

Submitter's Name: Dena Rhoades
Title: Interim Director, Human Resources
Submitter's Signature: *Dena Rhoades*
Date Submitted: December 8, 2020

Submitter's Immediate Supervisor: _____

Date of Review: _____

Chancellor's Signature: Thomas J. Burke

Date of Review: 1/14/2021

Date of Presentation to Administrative/Consultation Council: 11/17/2020