KCCD
KERN COMMUNITY COLLEGE DISTRICT

2025-2026

Kern Community College District

District Office Administrative Unit Review

➡ **Human Resources**

Submitted by:
Ibrahim "Abe" Ali
Vice Chancellor, Human Resources

Executive Summary

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:

1. The Human Resources Department has continued to make significant progress in automating and improving processes.
2. Staffing changes in human resources.
3. Successfully migrated from Ethicspoint to Maxient (New online complaint management system)
4. Created an online Employee Resource Guide
5. Continued working on reviewing processes/procedures (Board Policy BP8900's and AP8900's) for employment of full-time, temporary, and tenure track
6. Continued working on maintaining a positive relationship with CCA and CSEA
7. Implemented Interest Based Bargaining for CSEA negotiations
8. Implemented HRIS improvements moving the Faculty Load and Compensation module
9. Ongoing implementation of compliance and safety training to include Sexual Harassment Training to all employees utilizing different platforms including Keenan Safe Colleges Training Platform (SWACC)
10. Fully implemented electronic onboarding for classified, management, and faculty positions at all college campuses and the district office
11. Provided ongoing FRISK Training for District-Wide Managers for coaching, evaluating and disciplining employees by legal firm.
12. Attended annual Job Fairs through CCC Registry in northern and southern California and Porterville College.
13. Full implementation of Banner Document Management (BDM) System.
14. Increase in separations due to retirements, promotions internal and external, have increased delays in backfill times districtwide.
15. Impact analysis of 50% law compliance review has caused delays in adding new classified positions to the General Fund.

Future Directions of the Unit

The Human Resources Department has been progressing well; however, Human Resources has had significant challenges to resolve.

Current Needs:

1. Implement and improve EEO and DEIA processes affecting diversity in employment
2. Continue to create and implement electronic personnel action (EPAF) forms
3. Consider implementing performance evaluation tracking in NeoEd
4. Implement an employee exit tool in NeoEd
5. Continue to explore the ability to set up and track grievances in Banner
6. Continue to work on Implementing electronic pay authorization for all full-time and part-time Faculty assignments including, but not limited to Faculty Load, Reassigned Time, or Special Compensation Stipends.
7. Continue to review with the HR Business Analyst to ensure the department has accurate Cognos reports for purposes of auditing and reporting
8. Continued work with the Job Description Review Committee

Future Needs:

1. Succession planning for employees in the department
2. Support management and classified staff with professional development requests.
3. Provide staff training of the Vision Resources Center.
4. Continued work with Ellucian to implement HR Banner 9 Self-Service for employees

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 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 Human Resources 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 completely 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.

Human Resources Department endeavors to continue to work seamlessly toward promoting a culture of respectful and professional dialogue; resulting in resolution of complaints efficiently at the lowest level possible with clarity and positive outcomes.

b) *Describe how the unit supports the Colleges in achieving their mission and 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 has revolutionized the way we administer our hiring process by moving to an e-Human Resources environment, which includes electronic processes from the start of the recruitment process to the end-result of the employee lifecycle. The department utilizes NeoEd, an applicant tracking system that is robust and allows us to meet the recruitment and retention needs of the district. Onboarding documents are available electronically and this process is much more efficient than the paper process that was previously in place. All college campuses and the district office fully utilize the electronic onboarding process. The department will continue to implement components of the product.

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?*

The human resources department is decentralized with fully functioning offices at each of the college campus with the main hub located at the district office. The organizational chart below illustrates the positions in the department and the support provided at each site.

Commented [EG3]: To me, this phrase implies that the areas are fully functioning as they are right now and do not need to fill the vacancies or need more personnel.

Commented [AA4R3]: Thank you for your comment. Fully functioning means the day services required of a Human Resources offices are decentralized and available to staff and faculty.

Human Resources

Current Organizational Chart and
Functional Responsibilities
2024-2025

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                          ┌──────────────────────┐     ┌──────────────────────┐
                          │      Abe Ali          │     │   Mary Westberry      │
                          │  Vice Chancellor, HR   │─────│  Administrative Asst  │
                          └──────────────────────┘     └──────────────────────┘
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Director, Operations Gina Duran	Director, Payroll/Benefits Kimberly McAbee	Director, Risk/Safety VACANT	BC Director, HR Lisa Rodriguez	CCCC Director, HR Laci Beyes	PC Director, HR Tashina Pearson
HR Specialist Faculty Anna Gonzalez	Payroll Specialist VACANT	Tina Johnson HR Technician	HR Technician Lori Carlson	HR Technician Tara Ritchie	HR Technician Lisa Escalante
HR Specialist Classified Vacant	Payroll Specialist Beatriz Olmos		HR Technician Ashley Esparza	HR Assistant Veranda Kuhar	HR Assistant Robin Jones
HR Specialist Mgmt/Adjunct Stephanie Goin	Payroll Specialist Amanda Cruz Echavez		HR Technician Kellie Tucker	HR Assistant Zulema Castillo	HR Assistant VACANT
HR Technician Justin Burt	Benefit Specialist Gina Banducci		HR Assistant Emily Alcala		
HR Assistant VACANT			HR Assistant Christopher Glaser		

October 23, 2024

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	Develop, implement and document policies and procedures for academic, management, and classified employees Manage equal employment opportunity and staff diversity Act as Chief Negotiator with labor unions Ensure Compliance with Collective Bargaining Agreements, state and federal laws, etc. Oversee District payroll, risk management, and HR operations	Provides strategic policy direction for HR operations Ensure that Human Resources serves as a strategic partner to District and College leadership
Director HR Operations	Under the direction of the Vice Chancellor, HR, serves as a lead role for HR, oversee day-to-day district Human Resources operations	Performs supervisory activities in organizing and facilitating recruitment, classification, compensation, applicant tracking, HRIS, employee relations, and office staff; plan,	Receives, investigates, prepares detailed investigative reports, and implements procedures to respond to internal and external complaints or

		organize and direct related HR activities; assist the Vice Chancellor in completing time sensitive and priority issues	allegations regarding unlawful discrimination, harassment, and/or retaliation, including complaints from students.
		Participate in collective bargaining activities, including serve as lead negotiator as assigned by the Vice Chancellor	Plan, coordinate, review, oversee and evaluate the work of human resources staff, as assigned.
		Assist in HR/EEO policy and procedure development	
Director, Risk and Safety	Under the direction of the Vice Chancellor, HR perform a variety of complex technical duties in support of District-wide safety and disability management and return to work programs.	Oversee worker's compensation, ADA compliance, and reasonable accommodations Legal coordination with public records requests, subpoenas, processing of claims against the district, and student record requests	Ensure the District manages and mitigates risk appropriately
		Lead and oversee internal district investigations into complaints involving discrimination, harassment, Title IX violations, etc.	
		Oversee, monitor, and ensure compliance with safety and other required trainings Districtwide	

		Oversees Property and Liability program	
Director, Payroll	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	Oversee payroll specialists regarding payroll processing Oversee benefit specialist regarding benefit administration Ensure payroll deductions are accurate Ensure CalSTRS and CalPERS contributions are accurate according to pension rules	Serves as primary management representative for pay issues Districtwide
Human Resources Director – Bakersfield College	Under the direction of the Vice Chancellor, Human Resources, provide HR leadership and support at College Level	Oversee position management, recruitment and hiring at the Campus level Track and ensure compliance with employee evaluations Train College management team on compliance issues related to personnel, hiring, payroll, and investigations; ensure Campus compliance in personnel and HR matters	Serves as primary Human Resources support and information to the campus

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

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

		Investigate complaints, address performance management, and discipline Assist Vice Chancellor, HR and Director, HR, with managing labor relations at the College	
HR Specialist – Classified	Under the direction of the Director, Human Resources Operations, responsible for the maintenance of all new and existing classified positions and employees in the District	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 Process reclassifications for Classified employees and coordination of District's JAQ Process Prepare all job records so that payroll data is accurate and timely Maintain Classified Collective Bargaining information and ensure compliance with CSEA Contract; ensure compliance with Board policies and regulations	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

		Track Tuberculosis (TB) test due dates and communicate with employees regarding TB testing Maintain District personnel files and ensure filing of all personnel related documents is done timely	
HR Specialist – Faculty	Under the direction of the Director, HR Operations, responsible for the maintenance of all new and existing academic positions	Ensure the District accurately tracks and reports Annual Faculty Obligation Number (FON); provides information to District and College leaders, and coordinate with appropriate staff to ensure recruitments match our FON obligations Ensure all academic employee job records are built and maintained accurately in the District's HRIS (Banner), and that employees are paid timely and accurately Prepare all job records so that payroll data is accurate and timely, including mastery of the Faculty Load and Compensation process	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

		Maintain Faculty Collective Bargaining information and ensure compliance with CCA Contract; ensure compliance with Board policies and regulations Maintain District personnel files and ensure filing of all personnel related documents is done timely	
HR Specialist – Management/Adjunct	Under the direction of the Director, Human Resources Operations responsible for the maintenance of all new and existing confidential and management positions and employees in the District	Ensure all confidential and management employee job records are built and maintained accurately in the District's HRIS (Banner), ensure employees are paid timely and accurately Process reclassifications for confidential and management employees. Prepare all job records so that payroll data is accurate and timely Maintain Classified Collective Bargaining information and ensure compliance with CCA/CSEA Contract; ensure compliance with Board policies and regulations	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

		Track Tuberculosis (TB) test due dates and communicate with employees regarding TB testing Maintain District personnel files and ensure filing of all personnel related documents is done timely	
Benefits Specialist - DO	Under the direction of the Payroll Director, assume daily responsibility for all health and welfare related benefits offered by the District	Manage relationship with American Fidelity and ensure timely enrollment of new hires, mid-year qualifying life events, and open enrollment 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 Reconcile all health and welfare related bills and ensure timely payment to carriers Ensure all H&W deductions in District's HRIS system are accurate so that employees' pay is deducted appropriately	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

		Provide support and assistance to employees with H&W related questions or concerns, intervene with carriers as necessary to provide support to employees Coordinate annual flu shot clinics and health smarts events districtwide Organize workshops and other events to educate employees about the District's health and welfare programs	
Payroll Specialists – DO	Under the direction of the Payroll Director, responsible for processing all district payrolls and ensure accuracy of employee pay	Process Academic, Management, Classified, and Temporary employee payrolls Enter absence slips to ensure leave balances are accurate for all employees Ensure pay is docked appropriate when employees are in 50% pay or full dock status Monitor workers compensation leave balances Process all employment verifications	Primary day-to-day responsibility for all pay and leave balance matters

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	Prepare and monitor Department budget, process all purchase orders, process and pay invoices Assist the Vice Chancellor with preparation for board meetings and closed session Arrange travel for HR Department staff Organize, prepare agenda, and take minutes for a variety of HR related meetings Assist Vice Chancellor with preparation for labor negotiations; serve as notetaker for all labor negotiations sessions Monitor, log, and track all grievances Process all DOJ/FBI background checks Districtwide, and alert management to "hits" Independently manage administrative and office details not requiring the immediate attention of the Vice Chancellor	High level administrative support for Vice Chancellor, Human Resources, and Director of Human Resources

		Organize and maintain all mandated cost for qualifying reimbursable activities Order supplies on a weekly basis, and track supply budget throughout the year Create new position numbers, and work with business services to activate position numbers Monitor and communicate with DO WTE approvals	
HR Assistants – BC, CCCC, PC	Under the direction of the Campus HR Directors, responsible for coordinating the hiring process at the campus level, and processing all hiring, reclassification, resignation/retirement paperwork in a timely manner	Schedule interviews & coordinate with interview committees to screen and interview candidates for all campus positions Work closely with departments, student financial aid office, and District Office Human Resources to ensure all hiring is done to District needs Process all hiring paperwork and payroll reports and provide to District HR Specialists	These positions provide critical support at the campus HR level. Requires strong communication skills and excellent customer service

		Process leave of absence requests, enter absences into Banner from absence reports Create overtime/compensatory time spreadsheets Assist HR Director with other duties to ensure efficient operations of the campus HR office.	
HR Technician – BC, CCCC, PC, DO	Under the direction of the Human Resources Directors at each of the colleges and district office, provide technical support in the hiring and job building processes campus wide.	Process student worker and professional expert jobs campus wide Coordinate all first recruitment committee meetings, communicate to stakeholders about recruitment process, and facilitate all interview date activities including testing and interview question review Meet with new hire employees for onboarding process, prepare, review and collect new hire paperwork, enter relevant information into HRIS system	Public facing position involved with multiple stakeholders in the recruitment and onboarding process

Section Two: Administrative Units Outcomes (AUO's)

a) List all the AUO's for the Unit. *AUO's 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 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
Applicant Tracking System Transition from PeopleAdmin to NEOED to implement E-Human Resources environment for our entire recruitment and hiring process, including electronic requisition routing, applicant tracking, hiring, and onboarding.	Goal 5: Strengthen Organizational Effectiveness	Partially Implemented Still need to complete #4	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. With new leadership this year, NEOED 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 and implement additional modules.	1) Track time necessary for a requisition to be routed electronically in NEOED 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 Activate Banner Self-Service for leave reporting. This would allow individuals to post their absences directly in the system. The electronic absence would then be routed electronically for signature to the supervisor and e-post.	Goal 5: Strengthen Organizational Effectiveness	Ongoing	Assess time spent in manually inputting absence slips into Banner in order to update leave balances. With new leadership, this process will be reevaluated to ensure the direction the district would like to go. It is hopeful that it will improve the current paper process that is in place.	1) Reduced time in processing absence balances 2) Greater accuracy in inputting and tracking leave balances as this will be done electronically directly from by the employee taking leave
Professional Development Program	Goal 5: Strengthen Organizational Effectiveness	Partially Completed	Assess enrollment and completion of professional development and required safety trainings by employees for compliance Human Resources will work with the colleges on the appropriate professional development implementation, completion and tracking plan. Introduction of Vision Resource Center professional development training.	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	Completed	Review and assess EEO Longitudinal applicant employment data collection, as part of the multiple measures requirement from State Chancellors Office.	1) Information and assessment into EEO Plan

Hiring Committee Training and Evaluation	Goal 5: Strengthen Organizational Effectiveness	Completed	Continue to collect employee surveys to ensure human resources is providing effective and efficient support for screening committees.	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 Research implementation of classified evaluations electronically using NeoEd	1) Ensure we are meeting accreditation requirements 2) Support employees to provide them with feedback to be successful in their positions 3) Succession planning

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) The Department is continuing to work toward implementing the Leave Reporting module of Banner. Staffing changes have limited the ability to complete this project. The Department is working to scrub the data in the system and continue to work on this important project in the upcoming year to ensure we have BANNER Self Service implemented to support this project.

2) The work toward implementing the Professional Development districtwide has started with several learning opportunities for management with regard to Human Resources Labor Relations supervision. The District Human Resources will assist and coordinate Business Services and Educational Services units in developing districtwide programming.

3) We are currently implementing Safe Colleges to track our compliance training. Human Resources will collaborate with the colleges to determine if an additional platform is needed to meet the needs of the colleges. Human Resources will also work with the colleges on the appropriate level of safety for professional development training.

Section Three: Key Performance Indicators (KPI's)

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)	2019-20	2020-21	2021-22	2022-23	2023-24
1. Total Full-time Faculty	468	462	452	496	492
2. Total Full-time Temporary Faculty	6	12	20	9	13
2. Total Part-time Faculty	817	614	449	781	628
3. Total Classified positions	524	456	442	525	558
4. Total Temporary positions	-	61	46	53	47
5. Total Professional Expert positions	-	548	355	494	400
6. Total Student positions	-	587	486	638	692
7. Total Confidential positions (may have been included in Management totals in previous years)	10	11	8	9	9
8. Total Management positions	188	174	176	224	238
9. Workers' Compensation claims (claims submitted, denied by SISC, total cases addressed)	25	9	23 Claims/ 4 of those were Denied	32 Claims/ 5 of those were Denied	52 Claims/ 7 of those were Denied
10. Requests for reasonable accommodations	30	20	7	15	16
11. Benefits enrollment numbers by year (total of all classifications) * includes Retirees with benefits, previous years did not capture Retiree numbers	1,567	1,500	1,545	1,646	1667
12. Total number of W-2's processed	3,806	3,550	3,502	3,734	4039
13. Complaints and investigations (may include DFEH, EEO, Title IX, Title 5, Ethics Point, and Grievances)	61	39	32	18	32
14. Average Time to Fill a posted position (days)	85	82	82	75	94
15. Number of Recruitments (Districtwide)	144	179	250	543	239
16. Number of Applications Reviewed by Human Resources	10,637	10,752	9,789	15,514	11,696

Commented [EG5]: Other KPIs that would be interesting to see might be number of screening committees, equivalencies (applied for and granted), open positions /vacancies across various groups, etc

Commented [AA6R5]: Thank you for your recommendation. We will note review and make a determination to include in future AURs.

Commented [EG7]: Can a rationale for the increase be included in the introduction executive summary section?

Commented [AA8R7]: Done. Added two points 14 and 15 to experienced issues during this time period in above Executive Summary.

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?***

Challenges in Human Resources management positions have occurred during this period.   An independent organizational review has been completed recommending several upgrades and additional positions in management and classified.

As anticipated, there was an increase of 239 new hires and promotions. Human Resources reviewed over 11,696 applications

Human Resources is working with Ellucian to improve automating faculty pay authorizations and special compensation payments to become independent on reliance from scheduling staff at each college and create workflows, and electronic authorization forms for all full-time and part-time assignments.   Human Resources is working with IT to implement this new strategy.

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	Ongoing and partially completed	HR will continue to work on transitioning all of our documents to electronic versions to help us become more efficient and effective HR has moved forward with Banner Document Imaging (BDM) and gone live. Progress has been made in reducing paper consumption in the department.		

			HR BC implemented online onboarding with new employee paperwork HR is currently updating all HR PDF forms to become fillable and 508 compliant		
Document Management	Goal #5 Strengthen Organizational Effectiveness	Ongoing and partially completed	HR will continue to work on transitioning all of our documents to electronic versions to help us become more efficient and effective HR has moved forward with Banner Document Imaging (BDM) and gone live. Progress has been made in reducing paper consumption in the department.		

			HR BC implemented online onboarding with new employee paperwork HR is currently updating all HR PDF forms to become fillable and 508 compliant		
Operations	Goal #5 Strengthen Organizational Effectiveness	Ongoing and partially completed	Workflows need to be developed for all Faculty Assignments to provide efficiencies HR in collaboration with Job Placement at Bakersfield College piloted the electronic personnel action process for student employment eliminating paper and expediting new hires and will		

			explore implementing district-wide		
Safety	Goal #5 Strengthen Organizational Effectiveness	Ongoing	Begin holding Districtwide meetings in January 2024. The Director, Risk & Safety, Management will reach out to the colleges for representation from all employee groups. Updates on district-wide initiatives will be addressed and reported out in the meetings as well as specific goals	Bakersfield College, Porterville College and Cerro Coso Community College	
Board Policy Revisions					

Section Five: New or Revised Goals

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

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, 1 Risk Management Director, 1 Director Operations, 3 HR College Directors, Payroll Director, Administrative Assistant, 3 HR Specialists, Benefits Specialist, 5 HR Technicians, 3 Payroll Specialists, 7 HR Assistants	
Technology / Equipment	Banner, NeoEd, , Computers, Scanners, Maxient	
Space / Facilities		
Budget (Unrestricted) Total	$8,219,564.76	**Notes** (if any)
1000 (Academic Salaries)	$73,609.32	
2000 (Classified Salaries)	$3,023,678.84	
3000 (Employee Benefits)	$2,349,576.57	
4000 (Supplies & Materials)	$39,000.00	
5000 (Operating Expenses and	$2,706,700.00	
6000 (Capital Outlay)	$27,000.00	
7000 (Other Outgo)	$0	
Budget (Restricted) Total (EEO)	$320,000.00	
Budget (Contract/Community Ed)	$	

Commented [EG9]: I'm unfamiliar with the positions in this area, but it seems odd to have an academic salary in HR.

Commented [AA10R9]: District paid Union Release time is budgeted and paid for out HR budget. Union President, Grievance Officers, and faculty negotiation team members are examples of what we pay faculty out of this line item.

Commented [EG11]: Can this be itemized?

Commented [AA12R11]: This is the EEO Plan funds given from the State Chancellor's Office. Specific expenditures are reported on an annual bases that primarily revolve around DEIA training, conference attendance, recruitment marketing/advertisements and job fairs.

Section Seven: Resource Augmentation Analysis

a) *Discuss the impact of new resources your unit is requesting for next years cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with 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 the 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: *Discuss the impact new and/or replacement management and/or staff will have on your unit's service to the colleges.*	☐ 1: Classified Staff ☐ 2: Administrator			
Professional Development: *Describe briefly, the effectiveness of the professional development your unit will be engaged in (either providing or attending) during the next cycle*	☒ 1: Provide Professional Development ☒ 2: Attend Professional Development (estimated $50,000)	FRISK training will provide support for managers when coaching, evaluating and disciplining employees Sexual harassment training will be provided to all employees AALRR trainings will be available to management employees Title IX compliance training will be provided for human resources management		1

Facilities: *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.*	☐ 1: Space Allocation ☐ 2: Renovation ☐ 3: Furniture ☐ 4: Other ☐ 5: Beyond Routine Maintenance	N/A		
Technology: *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.*	☐ 1: Replacement Technology ☒ 2: New Technology ☐ 3: Software ☐ 4: Other_____ <mark>(estimated $50,000)</mark>	Upgrade laptops for fingerprinting at each college to work with current IT parameters. Computer equipment for new hr employees.		2
Other Equipment: *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.*	☐ 1: Replacement ☐ 2: New ☐ 3: Other_____	N/A		
Total cost of resource needs over and above current budget allocation:		<mark>$100,000 plus personnel costs</mark>		

Section Eight: Conclusion

a) *Present any conclusions and findings about the unit and its connection to the work of the colleges and ACCJC Standards as applicable.*

The Human Resources department has made significant progress in the last year to implement project goals that were identified in the previous Administrative Unit Review.   The department is committed to maintaining a systematic and strategic approach as it strives to achieve its goals with utmost efficiency.

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.