Comprehensive Program Review Report

Program Review - Human Resources

Program Summary

2021-2022

Prepared by: John Bratsch

What are the strengths of your area?: Consistent with Goal #4 of the District's Strategic Plan, the Office of Human Resources continued to "engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement." In particular, HR demonstrated the following strengths and accomplishments during the past year:

Hosting Job Interviews via Zoom – The effects of the pandemic have caused a major shift in how hiring committees interview candidates. For the past year and a half, all interviews have taken place using Zoom. Out of necessity, HR staff have gained significant expertise in coordinating online job interviews. An added benefit of online interviews is that candidates from out-of-the-area have been able to interview with COS – thereby increasing the diversity of our candidates.

Online Job Applications – Several HR implemented a new software program (NeoGov) to receive and process all job candidate applications. The benefit to all those involved (job candidates, HR staff and hiring committees) was immediate. To illustrate its resource efficiency, job candidates had an easier time applying with an online program rather than submitting all their application documents -- either via mail or walking in to HR; without having to sort through hundreds of paper applications, HR staff was able to become more efficient; and, finally, hiring committees were able to review job applications at their convenience (i.e. at their home or office computer and on their own schedule) rather than having to review job applications in HR between 8-5 on the weekends. Between July 1, 2020 through June 30, 2021, HR received and processed 3708 job applications.

Equal Employment Opportunity ("EEO") compliance – HR plays a central role in supporting the District's commitment to equal employment opportunity. A requirement for serving on a faculty hiring committee at COS is completion of EEO training once every two years. Last year, approximately 30 hiring committee members completed online training on EEO rules and regulations. The District's effort efforts have been successful as demonstrated within the 2021 Giant Questionnaire where 92% of survey responders indicated they "agreed" the District "takes steps to ensure equal employment opportunity."

Professional Development Plan – In response to Action 4.3.1, last year, HR contributed to the development and implementation of a Professional Development Plan for the coordination, alignment, and management of professional development activities and new employee orientation.

Contract interpretation – On a regular basis, COS employees approach HR with questions regarding their rights as delineated within their appropriate collective bargaining agreement. Frequent questions include leaves, evaluations, insurance, etc. HR staff have a solid understanding of employee rights and are usually able to provide an answer immediately. Questions that require research are usually provided within a few days. According to the 2021 Giant Questionnaire, 88% of survey responders were "satisfied" with the level of service from HR, thus, demonstrating HR's internal relations with its colleagues is strong.

Guidance to Managers – HR provides personalized guidance and strategy to managers regarding employee discipline, evaluations, and employee improvement plans. For example, on most occasions, the HR dean will actually write disciplinary letters rather than having a manager write these letters.

Website – In compliance with Goal #4 of the 2021-2025 Strategic Plan, HR has made a conscious effort to keep its website

current and relevant. HR houses a number of important employee-related documents such as: master agreements, evaluation documents, health insurance information, salary schedules and professional development opportunities.
Discrimination Investigations – HR investigates approximately five unlawful discrimination or Title IX claims per year and takes pride in the thoroughness and fairness of these investigations.

Miscellaneous Employment Related Services – With a goal of improving "internal operations", HR staff is effective in providing District employees with a number of employment related services. For example, HR coordinates, maintains, and monitors employee assignments, staff data, salaries, personnel files, evaluations, employee discipline actions, tenure, seniority lists, retirements, classifications/ compensation, attendance, leave coordination, health and welfare benefits, and employee contracts. HR regularly and effectively interprets a variety of rules, regulations, and policies for District employees.

Successfully completed Negotiations – This past year, HR was instrumental in helping settle negotiations with all three bargaining unit groups (COSTA, CSEA and COSAFA) – on three-year agreements.

Banner Clean-up – This past year, HR staff spent a considerable amount of time working with other entities on campus and Banner consultants in reviewing and making changes to the way employee data is inputted into Banner. The rationale behind this was to make running reports much more accurate.

What improvements are needed?: General Operations – Although small, the percentage of employees who expressed dissatisfaction with the services of HR increased from 8% (2017 Giant Questionnaire) to 12% (2021 Giant Questionnaire). A deeper look into this dissatisfaction (employee comments) reveals that perhaps the major cause for dissatisfaction was "non-responsiveness" or "lack of timely response." To remedy this weakness, hopefully, HR was able to hire a new staff member for the 2021-2022 year to assist with the heavy HR workload. The expected start date of this new addition is November 2021.

New Employee Orientation – After gaining some momentum right before the pandemic hit, in-person training for new employees came to a halt. Moreover, with the recent announcement the Chief of Police (a key member of the training group) is retiring December of 2021, we will have to regroup to determine the best route for new employee orientation going forward. A likely solution is the purchase of new software from NeoGov which is tailored toward online onboarding. It is hoped this new software will streamline the onboarding process plus assist with the assignment of online training for new employees.

Online Training Opportunities – HR can do a better job assisting managers better understand and utilize the 150+ online training opportunities we have through Keenan & Associates "Safe Colleges." As evidenced by the 2021 Giant Questionnaire, 15% of COS employees desired more opportunities for professional development.

Describe any external opportunities or challenges.: Several years ago, HR purchased software from NeoGov to process our online job applications. The benefits were immediate and has greatly increased the efficiency of HR. Continuing with our desire to improve our efficiency, this past year, using one-time, COVID-19 funds, HR purchased software from NeoGov to process "employee onboarding." While these funds allowed COS a subscription with NeoGov through the 2021-2022 year, it is expected HR will need approximately $10,000/annually going forward to maintain onboarding software. HR will put in a budget augmentation in 2022, but wanted to reflect this ongoing need in Program Review.

Given the importance and desire for increased training opportunities (see above), it might be time for COS to consider hiring a Manager or Coordinator devoted entirely, or at least, partially, to staff training. It is my understanding, the Facilities Department is requesting this position through its program review as well. The present model we have is inefficient as the coordination between FEC, PACE, HR and division training is non-existent

Overall SAO Achievement: HR was successful in making progress in its SAO's last year, but none were completely finished. In the upcoming year, HR will continue working on: reviewing and ultimately adopting BP/AP's on General Policies; evaluating the feasibility of scanning employee personnel files; and, revamping its new employee orientation.
Changes Based on SAO Achievement: An SAO was added: implementing an online "onboarding" process.
Outcome cycle evaluation: None of HR's SAO's were completed in 2020-2021. Three SAO's were continued into the 2021-2022 year and an additional SAO was added.

Action: General Institution Board Policies and Administrative Procedures

Review with various constituent groups and, ultimately, adopt General Institution Board Policies and Administrative Procedures.

Leave Blank:
Implementation Timeline: 2020 - 2021, 2021 - 2022

Program Review - Human Resources

Leave Blank:
Leave Blank:
Identify related course/program outcomes:
Person(s) Responsible (Name and Position): John Bratsch, Dean of HR
Rationale (With supporting data):
Priority: Medium
Safety Issue: No
External Mandate: Yes
Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2021-2022   10/13/2021
Status: Continue Action Next Year
In September of 2021, HR resumed the presentation, review and approval process for General BP/AP's. It is expected this project will be completed in the 2021-2022 year.
Impact on District Objectives/Unit Outcomes (Not Required): 4.3

Resources Description

Personnel - Management - No resource, other than time, is needed to accomplish this action. (Active)
Why is this resource required for this action?: Not applicable.
Notes (optional):
Cost of Request (Nothing will be funded over the amount listed.): 0

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objectives: 2021-2025

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: Online Onboarding

Implement online onboarding for all new employees.

Leave Blank:
Implementation Timeline: 2021 - 2022
Leave Blank:
Leave Blank:
Identify related course/program outcomes:
Person(s) Responsible (Name and Position): John Bratsch
Rationale (With supporting data):
Priority: High
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Program Review - Human Resources

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2021-2025

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: Coordinate training opportunities for employees

Coordinate online training opportunities for all campus employees using online resources and live presentations.

Leave Blank: Continued Action
Implementation Timeline: 2019 - 2020, 2021 - 2022
Leave Blank:
Leave Blank:
Identify related course/program outcomes: 4.3
Person(s) Responsible (Name and Position): John Bratsch
Rationale (With supporting data): Satisfies district goal #4 by providing training opportunities for employees.
Priority: Medium
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2021-2022   10/13/2021
Status: Continue Action Next Year
In 2020-2021, utilizing the district's online software program (Keenan SafeColleges), approximately 150 employees completed at least one online training course.   *Live trainings were not presented due to COVID-19.
Impact on District Objectives/Unit Outcomes (Not Required): By coordinating various trainings throughout the year, District Objective 4.3.1was partially met.

Resources Description

Classified- New/Replacement - Hire an HR Assistant July 1, 2018 (Active) (Active)
Why is this resource required for this action?: Due to a lack of staffing, HR struggles to improve its operation.
Notes (optional):
Cost of Request (Nothing will be funded over the amount listed.): 75000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District

departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2015-2018

District Objectives - 3.2 - Increase training for academic and student services staff and faculty to respond to the unique needs of our student population.

District Objectives - 4.2 -Improve the efficiency, effectiveness and communication of human, physical, technological, and financial resources to advance the District Mission.

District Objectives: 2021-2025

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: New Employee Orientation

Implement a new employee orientation using NeoGov onboarding software.

Leave Blank:
Implementation Timeline: 2019 - 2020, 2021 - 2022
Leave Blank:
Leave Blank:
Identify related course/program outcomes:
Person(s) Responsible (Name and Position): John Bratsch, Dean of HR and Kevin Mizner, Safety Committee
Rationale (With supporting data):
Priority: Medium
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2020 - 2021   10/13/2020
Status: Continue Action Next Year
In line with District objective 4.3.1, in January of 2020, members from HR and the Facilities and Safety Committee hosted its first "new employee orientation" for recently hired COS staff (classified, full-time faculty and management). This two-hour, in-person training included a number of HR and Safety topics.   At the January and February trainings, more than ten new employees attended. Unfortunately, however, the Pandemic hit in March and these in-person trainings were postponed indefinitely but will resume as soon as it is deemed safe to do so.
Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

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District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: Scanning Employee Files

Scan all employee personnel files into BDMS.

Leave Blank:
Implementation Timeline: 2021 - 2022
Leave Blank:
Leave Blank:
Identify related course/program outcomes:
Person(s) Responsible (Name and Position): John Bratsch (Dean, Human Resources)
Rationale (With supporting data):
Priority: Low
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2021-2022   10/13/2021
Status: Continue Action Next Year
HR staff have scanned all current management, full-time faculty and approximately 50% of classified personnel files into BDMS. However, a problem was detected this past year that will greatly impact the future of the scanning of personnel files. It was discovered that b/c personnel files are imaged, it takes an exorbitant amount of time to download and print personnel copies...approximately 1hour for each file. HR has been working with IT to determine if this is a more effective process, but right now, it is simply too time-consuming to retrieve personnel files using BDMS.
Impact on District Objectives/Unit Outcomes (Not Required): Satisfies objective 4.3.

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

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District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.