

Comprehensive Program Review Report



Program Review - Human Resources

Program Summary

2023-2024

Prepared by: John Bratsch

What are the strengths of your area?: Consistent with Goal #4 of the District's Strategic Plan, in 2022-2023, 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:

1. Job Recruitments - With the goal of improving "student success" by hiring the best candidate, a strength of HR is the effective processing of the recruitment and hiring of full-time faculty, part-time faculty, classified employees, confidential employees, administrators and miscellaneous employees. Hiring processes include creating job flyers, planning and conducting recruitment efforts, advertising, tracking job applications, assisting selection committees, extending offers of employment, and, ultimately, processing new hires. During the 2022-2023 fiscal year, HR received and processed over 5400 online job applications - an increase of over 35% from the previous year. All HR staff are proficient in using our online job application software, "NeoGov."
2. 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 48 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." Additionally, the Dean of HR serves in an advisory role for the EEO Advisory Work Group. Last year, and continuing with a strategy implemented in 2019, job applicants traveling from out-of-state received a \$500 stipend, while applicants traveling in-state but greater than 200 miles were given a \$200 stipend. The driving force behind this effort was to encourage applicants to visit COS rather than (a) turn down the interview invite because of travel costs, or (b) to interview in-person rather than Zoom...again, because of travel costs.
3. Hosting Job Interviews via Zoom – The pandemic caused a major shift in how hiring committees interviewed candidates. From March 2020 through March 2022, all interviews took place using Zoom. Out of necessity, HR staff 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. However, beginning in April 2022 (with the threat of Covid subsiding), HR began encouraging hiring committees to resume face-to-face interviews, but kept open the possibility of Zoom interviews.
4. 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.
5. 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.

6. 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.

7. 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.

8. 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.

What improvements are needed?: 1. During the summer of 2023, HR staff working with NeoEd to implement software to track and process employee evaluations for management, classified and confidential employees. In mid-October, HR will begin the new employee evaluation process for management, confidential and classified employees. There is a problem, however, with the NeoEd software for employee evaluations...in that it does not sync with evaluations for adjunct and full-time employees. HR is working with NeoEd to determine if there is a solution. If not, and it does not appear likely, evaluations for adjunct and full-time faculty may not be conducted through NeoEd and COS/HR will have to seek another solution for processing online evaluations for adjunct and full-time faculty.

2. Continue to improve customer service towards co-workers, job applicants and the public. A criticism of HR, as reflected in the 2021 Giant Questionnaire, was untimely responses. HR has worked to remedy this issue but there are still concerns that need and will be addressed in the upcoming year.

3. EEO Compliance/Diversity -- HR plays a central role in supporting the District's commitment to diversity and equal employment opportunity. The differing needs of our economically and culturally diverse students, faculty, and staff are evident based on the College's demographic profiles. As such, HR is committed to valuing and enhancing diversity within the college community. Through a variety of strategies, HR has attempted to develop and implement staff training programs to educate and provide opportunities to hire, promote, and maintain a more diverse District workforce. These programs are designed to ensure the inclusion of all members of the COS community. However, it is unclear if HR has been successful in pursuit of this goal and will continue to seek input and assistance from others on campus. This year, HR will facilitate at least three, live training events for all staff at COS serving on hiring committees.

Describe any external opportunities or challenges.: 1. As mentioned above, NeoEd software was purchased to improve our employee evaluation process. Unfortunately, it looks like it may not be the answer for adjunct and full-time faculty. Thus, HR will have to re-evaluate how to conduct adjunct and full-time faculty in the upcoming year.

2. Coordination of Training remains inconsistent at COS. Several bodies (HR, FEC, PACE, management council, various divisions, EEO) are tasked with the responsibility of training, but there is no central training entity at COS. Thus, coordination and record-keeping is unsatisfactory. While the importance of training is debatable (based on Giant Questionnaire), should COS desire to one day improve its training program, it should probably consider hiring a manager or coordinator of training.

Overall SAO Achievement: HR was successful in making progress in its SAO's last year. BP/AP review for Board of Trustees is nearly complete. Online employee evaluations is complete for management, classified and confidential employees. During the 2023-24 year, HR will work to find a solution regarding adjunct and full-time faculty online evaluations. Additionally, a new SAO was added for the 2023-24 academic year...completing negotiations for all three bargaining units.

Changes Based on SAO Achievement: One new SAO was added for the 2023-24 year: after a three-year break from negotiating with all three bargaining units on campus, this year, COS/HR will begin on successor contract negotiations with COSTA, CSEA and COSAFA. Additionally, HR will focus on continuing its day-to-day operations (especially those identified as needing improvement) plus working towards a solution on adjunct and full-time faculty.

Outcome cycle evaluation:

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, 2022 - 2023, 2023 - 2024

Leave Blank:

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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: 2023 - 2024

10/13/2022

Status: Continue Action Next Year

In 2022-2023, utilizing the district's online software program (Keenan SafeColleges), approximately 55 employees completed at least one online training course. Total number of courses completed was 158.

Impact on District Objectives/Unit Outcomes (Not Required): By coordinating various trainings throughout the year, District Objective 4.3.1 was 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: "Board of Trustees" Board Policies and Administrative Procedures

Facilitate the review and adoption of "Board of Trustees" Board Policies and Procedures

Leave Blank:

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Implementation Timeline: 2022 - 2023, 2023 - 2024

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: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2023 - 2024

10/13/2023

Status: Continue Action Next Year

Finalizing the review of Board of Trustees board policies/administrative procedures.

Impact on District Objectives/Unit Outcomes (Not Required): 4.1

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: Employee Evaluation Tracking Software

Purchase and implement software to process and track employee evaluations.

Leave Blank:

Implementation Timeline: 2022 - 2023, 2023 - 2024

Leave Blank:

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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: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2023 - 2024

10/13/2023

Status: Continue Action Next Year

In October of 2023, the implementation of evaluation tracking/processing was completed by HR. Beginning in mid-October, all

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evaluations (for management, classified and confidential employees) will be processed online via NeoEd. There are some difficulties implementing evaluations online for adjunct and full-time faculty that HR will continue to explore options in the upcoming year.

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.

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: Negotiations

Complete negotiations with all three, campus bargaining units on successor collective bargaining agreements.

Leave Blank:

Implementation Timeline: 2023 - 2024

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): John Bratsch, Dean of HR

Rationale (With supporting data):

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

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: Interpreter Budget

Increase interpreter budget.

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): John Bratsch, Dean of HR

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Rationale (With supporting data):

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Adjustment to Base Budget - HR has a budget to pay for interpreters for our deaf faculty. The past couple of years, however, HR has overspent its interpreter budget and has had to use other HR budgets to cover interpreting costs. It is requested our interpreter budget double so that other HR budgets will not have to be utilized. (Active)

Why is this resource required for this action?: Providing interpreting services is required by law.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 8000

Link Actions to District Objectives

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.