

Comprehensive Program Review Report



Program Review - Human Resources

Program Summary

2020-2021

Prepared by: John Bratsch

What are the strengths of your area?: Consistent with Goal #4 of the District's Strategic Plan, in 2019-2020, 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. Processing Online Job Applications - During the 2019-2020 year, HR received and processed over 4200 online job applications. All HR staff are proficient in using our online job application software, "NeoGov." Additionally, HR staff are continually seeking ways to utilize this extensive software to improve its operations. For example, in August of 2020, HR staff ran a report which indicated that over 90% of all full-time faculty job applicants learned of the job opening for which they applied from one of three publications (Chronicle of Higher Education; CCC Registry or Indeed). Using this data, HR will work with hiring chairs to strategize recruitment efforts for upcoming job recruitments.
2. Hosting Job Interviews via Zoom - Even before the Pandemic hit in March of 2020, HR staff encouraged hiring committees to use Zoom interviews for out-of-the-area candidates. The use of online interviews was promoted by HR as a way of reaching a diversity of candidates who may not be in the financial position to attend an in-person interview in light of the costs associated with travel (i.e. airfare and hotel). Of course, now Zoom has become the norm in the industry, and all HR staff have become experts at facilitating such interviews.
3. Training at a New Employee Orientation - 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.
4. Scanning Personnel Files into Banner - An important, but often overlooked goal for HR the past couple of years due to time, has been to scan all of its employee personnel files into Banner to promote a paperless office. Such a goal was meant to improve the efficiency of HR operations. Over the past several months, HR staff have scanned all miscellaneous, management and full-time faculty personnel files into Banner.
5. Equal Employment Opportunity ("EEO") Compliance - HR plays a central role in supporting the District's commitment to 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 \$400 stipend, while applicants traveling in-state but greater than 200 miles were given a \$150 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. Finally, HR is responsible for ensuring that prior to serving on a hiring committee, all committee members must have received legally mandated EEO training within the past two years. Training can be via online training or participating in any number of live trainings offered through the EEO Advisory Committee. Last year, approximately 100 COS employees received EEO training. The District's EEO efforts have been successful as demonstrated within the 2017 Giant Questionnaire where 93% of survey responders indicated they "agreed" the District "takes steps to ensure equal employment opportunity."

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

7. Banner Clean-up - in the 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.

8. Website Maintenance - In compliance with 4.2.2 of the 2018-2021 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.

9. 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 2017 Giant Questionnaire, 92% of survey responders were "satisfied" with the level of service from HR, thus, demonstrating HR's internal relations with its colleagues is strong.

What improvements are needed?: During the 2020-2021 year, HR will seek to improve in the following areas:

1. Assist in the implementation of a Professional Development Plan - District Objective 4.3.1 provides the District shall "implement a Professional Development Plan for the coordination, alignment, and management of professional development activities and new employee orientation." Unfortunately, however, since being adopted in 2018, although they have been tasked with it, members of HR, Management Council, FEC, PACE, and the Facilities and Safety Committee, a Professional Development Plan still have not drafted this Plan.

2. Related to the above, HR will assist managers better understand and utilize the 150+ online training opportunities we have through Keenan & Associates "Safe Colleges." As evidenced by the 2017 Giant Questionnaire, 80% of survey respondents are "very interested" or "moderately interested" in increased workshops and training at COS.

3. While the District has an EEO Plan, it might be beneficial to summarize its contents for an easy-to-follow guide on the steps the District takes to ensure all job applicants will be treated equitably but still ensure the District seeks to diversity its staff. This document will also serve as a marketing tool to inform COS and the public about our "plan."

Describe any external opportunities or challenges.: 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 and tracking.

Based on the growth of the college and increasing demands, HR is interested in adding another confidential employee to its staff.

Processing online job applications greatly increased the efficiency of HR, thus, allowing HR staff to focus on other areas of need. Continuing with its desire to improve its efficiency, HR would like to take the next step in automating its operations. It is HR's desire to receive additional funding to have an online onboarding of new employees into the system. Currently, when employees are hired at COS, HR provides a packet of documents for employees to fill out (insurance paperwork; I-9 forms; beneficiary documents; etc.). The process is cumbersome for both HR and the new employee. Manually filling out documents is not efficient. To improve its operations, HR would like to purchase an annual software subscription (ongoing) with the same vendor (NeoGov) that processes COS' online job applications.

Overall SAO Achievement: HR was successful in meeting all five of its SAO's from last year. Two of the SAO's were completed and will not carry into the upcoming year. Three SAO's will continue into the 2020-2021 year as they represent good practice.

Changes Based on SAO Achievement: No changes will be needed for SAO's continuing into the 2020-2021 year.

Outcome cycle evaluation: Overall, HR is progressing well in its operations while also becoming better aligned with and supporting District objectives. A conscious effort has been made over the past two years to become more efficient by utilizing software programs (NeoGOV and BDMS) meant to reduce the amount of paper HR annually processes. Such efforts have benefited both HR staff and other users (i.e. job applicant and hiring committees). Annually, HR includes SAO's that can be completed in one year; while also including SAO's that are ongoing. A recurring theme that seems to apply to HR is the need/desire for professional development amongst staff. HR will continue to explore in future SAO's to accomplish a more effective and efficient method of professional development.

Program Review - Human Resources

Action: Cornerstone - Staff Training Software

Assist in the implementation of an online training program ("Cornerstone") which will assist COS in providing and tracking training for its staff.

Leave Blank: Mandated by Law/Accreditation

Implementation Timeline: 2019 - 2020

Leave Blank:

Leave Blank:

Identify related course/program outcomes: 4.3

Person(s) Responsible (Name and Position): Multiple including Dean, HR

Rationale (With supporting data):

Priority: Low

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2020 - 2021

10/14/2020

Status: Action Completed

Cornerstone is in place and ready for use by COS employees.

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 Objectives: 2015-2018

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

Action: Coordinate training opportunities for employees

Coordinate online training opportunities for all campus employees using online resources and live presentations. HR to coordinate live trainings in 2018-2019 on EEO and Preventing Sexual Harassment.

Leave Blank: Continued Action

Implementation Timeline: 2019 - 2020

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

Program Review - Human Resources

Update Year: 2020 - 2021

10/14/2020

Status: Continue Action Next Year

In 2019-2020, HR coordinated various online and live trainings for COS staff.

1. Utilizing the district's online software program (Keenan SafeColleges), approximately 200 employees completed at least one online course. (Note: Managers also received their legally mandated biennial "preventing sexual harassment training."
2. HR, along with representatives from the EEO work group, held 2 live, EEO trainings for hiring committee members.

Impact on District Objectives/Unit Outcomes (Not Required): By coordinating various trainings throughout the year, District Objective 4.3 (Increase professional development opportunities for and participation of District employees in support of improving operational effectiveness) 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.

Action: New Employee Orientation

Implement a new employee orientation

Leave Blank:

Implementation Timeline: 2019 - 2020

Leave Blank:

Leave Blank:

Identify related course/program outcomes: 4.3

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

Program Review - Human Resources

"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 4.3 - 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.

Action: HR Board Policies and Administrative Procedures

Facilitate the review and adoption of HR board policies and administrative procedures

Leave Blank:

Implementation Timeline: 2019 - 2020

Leave Blank:

Leave Blank:

Identify related course/program outcomes: 4.3

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: 2020 - 2021

10/13/2020

Status: Action Completed

Completed the review of HR board policies and administrative procedures in 2019-2020

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

Action: General Institution Board Policies and Administrative Procedures

Last year, HR began reviewing General Institution Board Policies and Administrative Procedures with the various constituent groups at COS. When the pandemic hit, however, review halted. HR will restart the review and, ultimately, the adoption of General Institution Board Policies and Administrative Procedures.

Leave Blank:

Implementation Timeline: 2020 - 2021

Leave Blank:

Leave Blank:

Program Review - Human Resources

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:

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